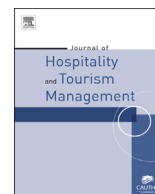




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Identification of hotel attributes for senior tourists by using Vavra's importance grid[☆]

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ABSTRACT

Senior tourists are an important market segment for hospitality businesses. For being successful, understanding the influence of hotel attributes on senior tourist satisfaction is important for managers. The aim of the present study is to examine the asymmetric impacts of hotel attributes on senior tourists' satisfaction by using Importance Grid method. Data obtained from German and the British senior tourists, accommodating at five-star resort hotels in Antalya-Turkey. Results show that hotel attributes' importance differ considerably for German and the British senior tourists. While 'perceived value' was a *basic* factor for the British seniors, 'price' was a *basic* factor for German seniors. Moreover, for both markets, majority of hotel attributes are either *performance* factors with high importance or *basic* factors. Therefore, generation of *excitement* factors, targeting senior tourists is a necessity for the hotels in the area.

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1. Introduction

Antalya is one of the most popular 3S (sea, sand and sun) destinations in the world. In 2014, 11.5 million international tourists visited Antalya, which accounts 31.2 percent of total international tourist arrivals to Turkey (Republic of Turkey, Ministry of Culture and Tourism, 2014). It was also the tenth destination in the world in 2013 (Euromonitor International, 2015). This popularity origins from the clean beaches, in average 300 sunny days in a year, and high number of accommodation facilities (266 five-star and totally 2239 accommodation facilities which have 471,412 bed capacities) in the city. All-inclusive boarding with reasonable prices at the high season (between April and October) attracts both domestic and international tourists.

However, decreasing occupancy rates at the low season, negatively affect the total revenues of the hotels, like many other 3S destinations. For overcoming this problem, in the recent years, considerable number of hotels began to attempt to

target alternative markets at the low season, such as senior tourists. Senior tourists have become an important market for travel and tourism sector, since "globally, the number of older people is expected to more than double, from 841 million people in 2013 to more than 2 billion in 2050" (UN, 2013). As European Commission note, seniors "have both purchasing power and leisure time (mainly in the retirement age), thus representing a significant economic market potential" for travel and tourism sector (http://ec.europa.eu/enterprise/sectors/tourism/tourism-seniors/index_en.htm).

For being successful in serving senior tourists, hotel managers have to understand which hotel attributes are important for this market segment and the effect of these attributes on customer satisfaction. Hotel attributes comprise the both tangible and intangible components such as "image, price/value, location, security, marketing and even food and beverage (F&B), whereas the 'hotel' as a whole, include a wide variety of different and not necessarily interrelated attributes" (Dolnicar & Otter, 2003). In last couple of decades, the academics showed that various product attributes' performances have asymmetric influences on customers satisfaction. While some attributes create high satisfaction, if they are perceived high performed by the customers, some others may not increase customer satisfaction even their performance is high. One of the methods that proposed to clarify such 'asymmetric' relationships between product attributes' performance and customer satisfaction is Vavra's (1997) Importance Grid (IG) Method.

In the travel and tourism literature, to the authors' knowledge,

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the effect of hotel attributes' perceived performance by senior tourist on customer satisfaction has not been explored yet by following Vavra's (1997) IG Method. Thus, the objective of this study is to identify the characteristics of hotel attributes and to identify asymmetric influences of these attributes on senior tourists' satisfaction by using IG Method. With this purpose, survey data belong to German and British senior tourists visiting Antalya, Turkey are used. The obtained findings in this study are expected to specify both the importance of hotel attributes, and their effects on customer satisfaction for senior tourists.

2. Senior tourists

Senior tourists, which signify the travellers who are above than 65 years old (U.S. Bureau of Census, 1995), has an increasing share in the world tourism and travel sector. For example, a Eurostat (2012) report show that, the number of tourists dropped in all age groups in the European Union area except for the 65 and older people, where 10 percent more seniors participated in tourism in 2011 than in 2006. The growth of this segment is mainly linked with today's seniors' physical conditions whose are considerably healthier and more active in contrast to predecessors (Lago & Poffley, 1993). Besides, they have more free times, spending capacities and prefer to travel non-peak seasons of the destinations. Since they spend above than an average tourist, they generate a financially attractive market segment for hospitality and tourism businesses. In the meantime, they are very loyal and favour destinations and businesses that have high level service quality (Carlino, 1994). Therefore, the academics investigated different aspects of the senior tourists including; importance of information sources (e.g. Patterson, 2007), travel motivation (e.g. Sellick, 2004), travel participation constraints (e.g. Lee & Tideswell, 2005), travel-health relationship (e.g. Hunter-Jones & Blackburn, 2007), and decision-making process (e.g. Batra, 2009).

In the last couple of decades, identification of the salient hotel attributes for senior tourists' satisfaction has become an area of consideration for the practitioners and the academics (Chen, Wang, Luoh, Shih, & You, 2014). In one of the previous study, Marvel (1999) conceptually discussed hotel attributes that were critical for competing in the senior market by evaluating the specific products and services of hotel chains. He concluded that hotel staff should avoid using inappropriate words like 'senior', 'elderly', and 'old timer'. In addition, he advised hoteliers to use large size in printed materials, handy shower sets, and shower grab bars. In another preliminary study, Callan and Bowman (2000) focused British senior tourists, and investigated the important hotel attributes when selecting a hotel or judging its quality. Their findings showed that value for money was more important than low prices and discounts, similar to Koss's (1994) study. Moreover, 'service' and 'staff attitude and behaviour' were highlighted as the important components of the service quality. They also concluded that senior tourist market was heterogeneous. In other words, the importance of hotel attributes for seniors was differed according to their genders, ages, and retirement status.

In one of the recent comprehensive study, Caber and Albayrak (2014) investigated salient hotel attributes for pre-senior (between 50 and 64 years old) and senior (65 and above years old) tourists. As well as, they compared the results belong to pre-seniors' and seniors' with young people by focusing German, British, and Dutch tourists. While the 'politeness of staff' and 'friendliness of staff' were among the five most important hotel attributes for three nationalities and all age groups, differences were also identified in some attributes. For example, 'small food portions' and 'special dietary menus' were more important for pre-senior and senior Dutch tourists than other groups. In addition, their results

showed that 'availability of organised entertainment in the hotel' was important for pre-senior and senior British tourists. As being different from previous studies, Chen et al. (2014) used a field experiment for understanding whether renovated hotel rooms which became more senior friendly, and provided explanations by the staff affect tourist satisfaction. Their results revealed that while senior friendly facilities increased tourist satisfaction, staff explanations did not have any effect.

To sum, many of the studies showed that, for senior tourists, 'service quality', 'cleanliness', 'non-smoking rooms' and 'in-room amenities' were the most important attributes of the hotels (e.g. Pederson, 1992; Shoemaker, 1984; Wuest, Emenheiser, & Tas, 1998). Moreover, studies on senior tourists show that various hotel attributes have direct influences on customer satisfaction (Choi & Chu, 2001). However, individual hotel attributes may have symmetric or asymmetric influences on satisfaction of senior tourists, and this is an unexplored area of research for the academics. To summarize, customer satisfaction is affected by the hotel attributes and their perceived qualities which are the touchstones to motivate senior tourists to be repeat customers or vice versa.

3. Asymmetric impacts of the product/service attributes on customer satisfaction

Previous studies highlight the importance of high service quality and customer satisfaction for the success of hospitality businesses. While service quality is known as one of the most important determinants of customer satisfaction (Cronin & Taylor, 1992), customer satisfaction is found to be directly determined by the availability of quality service (Whipple & Thach, 1988; Wuest et al., 1998). Many study results show that high service quality creates customer satisfaction, while low service quality reasons to customer dissatisfaction. Because of that, majority of the academics assume that there must be a symmetric relationship between service quality and customer satisfaction. However, in many of the recent studies, findings indicate that such a symmetric relationship does not occur in all conditions (Busacca & Padula, 2005; Kano, Seraku, Takahashi, & Tsuji, 1984; Lin, Yang, Chan, & Sheu, 2010; Vavra, 1997). In other words, product/service attributes' effect on customer satisfaction/dissatisfaction changes depending on their performance level. While some product/service attributes' impact on customer satisfaction is high, when their performance is high; exactly the same attributes do not cause customer dissatisfaction, when they are absent or their performances are low. In contrary, low performance or absence of the some attributes may have a greater impact on customer dissatisfaction than its impact with high level performance. Those kinds of relationships are described by the academics as the asymmetric impacts of the product/service attributes on customer satisfaction.

Kano et al. (1984) are the first researchers in the literature, who attempted to explain asymmetric relationships between product/service attributes' performance and customer satisfaction by inspiring from Herzberg's Two-Factor Theory of Motivation (1959). Kano et al. (1984) proposed that product/service attributes could be classified in five categories by relying on their different effects on customer satisfaction, which are namely the: basic (must be), performance (one-dimensional), excitement (attractive), indifference, and reverse factors.

Basic factors should be necessarily offered to the customers. Otherwise, customers are expected to be dissatisfied, since these are the minimum requirements. Besides, basic factors do not lead to customer satisfaction, even they are fully delivered. In contrast, excitement factors highly affect customer satisfaction, when they are delivered. Thus, they have the ability of creating customer delight. If excitement factors are not offered to the customers, they

do not create dissatisfaction (Busacca & Padula, 2005). Performance factors create customer satisfaction, if their performance is high. However, when they are lack or show low performance, this may possibly result with customer dissatisfaction. Reverse factors, are named the attributes which may create customer dissatisfaction in the case of performance increases. Product/service attributes which have any influence on customer satisfaction are called as the indifference factors. Academics generally focus on the identification of first three factors in their studies. Therefore, that classification is known as the Three-Factor Theory of Customer Satisfaction (Fig. 1).

Kano et al. (1984), who stated that product/service attributes could be grouped under five factors, also suggested their own method for determining these factors. In this method, which is known as the Kano Technique, two separate questions are asked to the respondents related to each attribute about how they feel if that attribute is present or not in the product or service. Subject attribute is then categorized according to the change that is observed in both situations. The second technique, which is used for the identification of attribute category, is Brandt's (1988) Penalty-Reward-Contrast Analysis. The analysis uses dummy variables which are defined for the high and low performance levels of each attribute. Following, by using the obtained dummy variables, high and low performance's impact of each attribute on customer satisfaction is determined by regression analysis. Finally, product/service attributes are classified by the comparison of their high and low performance levels' impact on customer satisfaction.

Critical Incident Technique is another method used for the classification of the product/service attributes. This technique distinguishes from the others in terms of its ability of getting the customers' feelings about a product or service experience by their own statements. In Critical Incident Technique, product/service attributes are categorized by comparing the positive or negative frequencies of the customer statements. The last method is Vavra's (1997) Importance Grid (IG). IG which uses the importance of product/service attributes for the categorization of the attributes is explained in the next section.

4. Vavra's importance grid method

Vavra (1997) suggested that importance of a product/service attribute might considerably change, depending on its measurement that would be either explicitly (customer's self-stated importance value) or implicitly (obtained value by regression

analysis or partial correlation). That is because, when the customers are asked to rate the importance of an attribute for themselves, they tend to ignore its current performance. If the importance of product/service attribute is derived implicitly, the current performance will be taking into account. For these reasons, explicitly and implicitly obtained importance values differ from each other. Regarding the differences between explicit and implicit importance values, Vavra (1997) offered IG technique for the classification of product/service attributes as the *basic*, *performance*, and *excitement* factors.

Following steps are used to construct IG which is also known as the Vavra Method or Dual-Importance Mapping. Firstly, product/service attributes which are going to be assessed, have to be determined. Secondly, customers are asked to evaluate both performance and importance (explicitly stated) of each attributes for themselves. Thirdly, implicitly derived importance value for each product/service attributes are obtained mostly by regression or correlation analysis. For this purpose, product/service attributes are used as the independent; and overall customer satisfaction is used as the dependent variables. Fourthly, each attribute is positioned on a matrix where its explicit importance value is placed on x; and its implicit importance value is placed on y axis. Then, matrix is divided into four quadrants by the lines which are drawn from the grand means of explicit and implicit importance values. Finally, each attribute is classified depending on the quadrant where it is located.

Attributes which have low implicit and high explicit importance values, are classified as the *basic* factors. In contrary, attributes with low explicit and high implicit importance values are considered as the *excitement* factors. Attributes which have both explicitly and implicitly high importance values, are the *important performance* factors. Lastly, both low explicit and implicit importance values show that subject attributes are the *unimportant performance* factors.

5. Method

In the current study, data belong to a research project about senior tourists were used. The scale used for the measurement of hotel attributes' importance, was adapted from Callan and Bowman's (2000) work. This measurement tool was selected by the authors for achieving the study purposes, as being one of the rare numbers of scales that were specifically generated for senior hotel customers. Hotel attributes' importance (1: totally unimportant; 5: totally important) and performance (1: very low; 5: very high) were measured by five-point scale. In addition to 38 items about hotel attributes, nine demographic questions, and four items about the satisfaction and behavioural intention of the customers were included to the survey. Original English survey was used for the British and other nationality tourists, while same survey was translated by a professional translator into German for German participants. Comprehensibility of the German version was checked by a native-speaker hotel guide.

Survey of this study was conducted in the thirteen five-star hotels in Antalya as a part of a research project about international tourists' satisfaction with hotel services. In the various hotel areas, four interviewers approached to the customers, explained the aim of the project and asked for their participations. Surveys were completed in paper/pencil format in average of 20 min by the respondents. During 2012 summer season, from May to October, totally 2044 questionnaires were collected. Although the whole sample consists of both seniors (65 and above age), and younger age groups of respondents, in this study, only data belong to 277 German and 152 British senior participants were used. Because, these participants represent the leading senior markets, in terms of

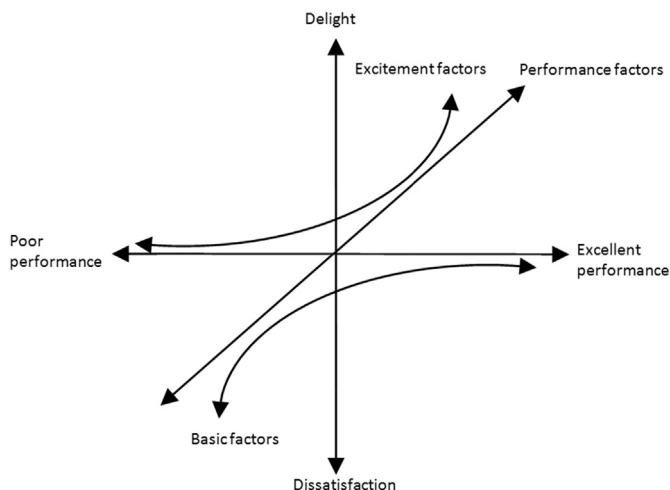


Fig. 1. The three-factor theory of customer satisfaction (Matzler, Bailom, Hinterhuber, Renzl, & Pichler, 2004).

international tourist arrival numbers to Turkey (tuik.gov.tr, 2012).

6. Results

6.1. Sample characteristics

Demographic characteristics of the participants are shown in [Table 1](#). Findings show that; majority of the participants are married (German 86.4%; British 84.2%), males (German 60.3%; British 58.5%). While 47.9 per cent of the British participants have monthly incomes between 1500 and 3000 €, only 40.3 per cent of German respondents have the same level of income. The average age is 70.42 (SD: 3.82) for German and 69.90 (SD: 4.53) for the British respondents. Thus, unsurprisingly, majority of them are retired (84.3% and 88.1%, respectively). Considerable differences are observed between two groups' travel preferences. Although, only 39.8 percent of the British participants have been to Turkey four times and more, almost three quarter of Germans has been to Turkey four times and more. Most popular duration of stay is 15 days and above for Germans (47%). However, the British respondents mostly prefer to stay between 1 and 7 days (46.6%).

6.2. Importance grid analyses results

According to [Vavra \(1997\)](#), explicitly stated and implicitly derived importance values of the subject attributes should be employed to construct IG. In the current study, correlation coefficients of each hotel attributes with overall customer satisfaction are calculated to obtain implicit importance values, while explicit importance values are acquired directly from the customer ratings. Explicit and implicit importance values of the attributes by nationality are shown in [Table 2](#). The attributes which have insignificant correlation coefficients did not retain for further analyses.

For locating the hotel attributes on IG, explicit and implicit importance scores of each attributes are used on the x and y axes, respectively. Then, a crosshairs with the grand means of both explicit and implicit importance was used to divide the matrix into four quadrants.

In the IG matrix of German participants, the *basic factors* quadrant captured following attributes; 'actual price', 'well-lit bedroom' and 'location' ([Fig. 2](#)). These attributes are minimum prerequisites for German participants. 21 Out of 37 attributes are

positioned in *performance factors (high)* quadrant. Noticeably, all attributes related to staff grouped in this quadrant. Therefore, the more performance of the staff related attributes increase, the more customers' satisfaction will be higher, and vice versa. The only *excitement factor* is 'availability of swimming pool' for German participants.

IG matrix for the senior British participants is shown in [Fig. 3](#). 12 Out of 32 hotel attributes are identified to be *basic factors* for these participants. It shows that 'appearance of staff', 'attentiveness of staff', 'well-lit bedroom', 'well-lit public areas', 'security' and 'value for money' attributes grouped in the *basic factors*. There is a necessity to meet an acceptable performance level for these attributes, if the hoteliers aim to highly satisfy the customers. Because, these attributes have the potential to create customer dissatisfaction in case of low performance. Attributes which are related to food and beverage services (such as 'large print menus, signs & information', 'small food portions' and 'special dietary menus') are identified as the *performance factors with low performance*, since they are neither implicitly nor explicitly important. There are no hotel attributes in the category of the *excitement factors* for the British senior tourists.

7. Discussion

Increasing share of senior people in the world population, offers both challenges and opportunities for hospitality businesses. On the one hand, primarily, resort hotels at the mass tourism destinations, may enlarge their customer portfolios by including senior tourists to their target markets and moderate the negative economical effects of demand change at the low seasons. On the other hand, some hospitality and tourism companies may prefer to become market leaders by being specialists of the senior customer-centred products and services. In either way, firstly, these businesses should seek to fulfil the current requirements of the senior market segment.

The current research classifies the hotel attributes depending on their importance in the eye of senior tourists and their roles in creating customer satisfaction by focusing German and British tourists. Hotel attributes are grouped in three factors; (1) factors that just suppress the customer dissatisfaction, (2) factors that enable customer satisfaction, and finally, (3) factors that work both ways. Identification of these factors is important for the success of

Table 1
Demographics of the respondents.

		German (N = 277)	British (N = 152)
Gender	Male	60.3	58.5
	Female	39.7	41.5
Marital status	Married	86.4	84.2
	Single	13.6	15.8
Monthly Income	Below 1500 €	36.8	39.7
	Between 1500 and 3000 €	40.3	47.9
	Above 3000 €	22.9	12.3
Occupation	Retired	84.3	88.1
	Public services	4.7	0.8
	Private sector	1.5	5.9
	Business owner	4.7	2.5
	Other	4.2	2.7
Times of visit to Turkey	1st time	7.4	22.9
	2nd time	8.2	20.3
	3rd time	6.3	16.9
	4th and more	78.1	39.8
Length of stay	1–7 days	16.4	46.6
	8–14 days	36.6	41.5
	15 days and above	47.0	11.9

Table 2
Explicit and implicit importance values of the hotel Attributes.

		German		The British	
		E.I.	I.I.	E.I.	I.I.
1	Actual price	4.48	0.174	4.59	0.141*
2	Aimed specifically at mature age group	3.81	0.140	3.58	0.175
3	Ambience of hotel	4.62	0.431	4.61	0.441
4	Appearance of staff	4.69	0.460	4.73	0.379
5	Attentiveness of staff	4.70	0.384	4.77	0.424
6	Availability of discounts	3.89	0.174	4.07	0.077*
7	Availability of gym	3.68	0.183	3.13	0.158*
8	Availability of jacuzzi, sauna	3.81	0.129	3.46	0.154*
9	Availability of non-smoking bedrooms	4.32	0.212	4.50	0.057*
10	Availability of organised entertainment in hotel	3.53	0.222	4.19	0.289
11	Value for money	4.68	0.331	4.82	0.300
12	Well-lit bedroom	4.35	0.130	4.52	0.389
13	Well-lit public areas	4.18	0.268	4.63	0.461
14	Availability of parking	2.80	0.047*	2.99	0.191*
15	Availability of range of food service outlets	4.71	0.363	4.65	0.397
16	Availability of relaxing lounge or bar	4.37	0.352	4.69	0.493
17	Availability of swimming pool	4.32	0.316	4.46	0.281
18	Cleanliness	4.81	0.362	4.93	0.611
19	Comfort of bedroom	4.66	0.302	4.86	0.555
20	Comfort of public areas	4.49	0.334	4.72	0.585
21	Decor of bedroom	4.54	0.324	4.58	0.592
22	Decor of public areas	4.43	0.326	4.64	0.539
23	Early dining hours	3.88	0.263	3.95	0.397
24	Ease of manoeuvrability around hotel	4.59	0.360	4.54	0.519
25	Efficiency of service	4.54	0.376	4.79	0.545
26	Friendliness of staff	4.79	0.371	4.81	0.627
27	Large print menus, signs & information	4.16	0.175	4.14	0.404
28	Location	4.54	0.248	4.51	0.304
29	Politeness of staff	4.75	0.397	4.86	0.516
30	Promptness of service	4.51	0.346	4.77	0.425
31	Reputation of hotel	3.89	0.187	4.73	0.552
32	Responsiveness of staff	4.68	0.402	4.76	0.605
33	Safety and security	4.71	0.314	4.80	0.463
34	Services provided as ordered	4.58	0.385	4.75	0.549
35	Spacious bedroom	4.62	0.364	4.63	0.493
36	Small food portions	3.69	0.166	3.59	0.427
37	Special dietary menus	3.35	0.142	3.79	0.249
38	Standard of hotel maintenance	4.59	0.351	4.83	0.373

E.I.: Explicit Importance; I.I.: Implicit Importance (Pearson Correlation Coefficient).

* Not significant, all others are significant at 0.01 level.

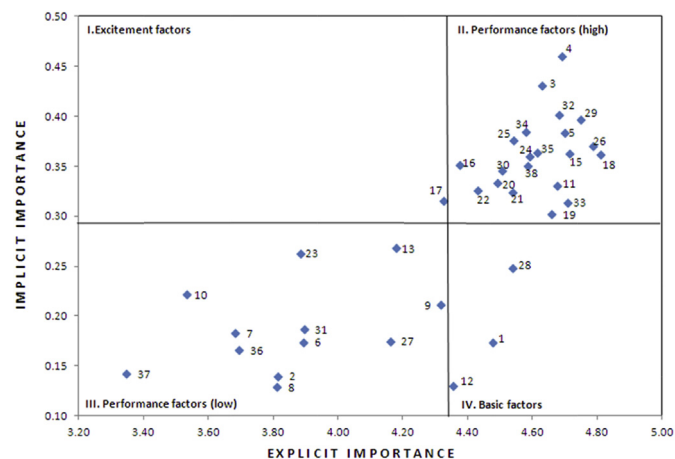


Fig. 2. Importance grid matrix of German participants (The meanings of the numbers can be seen in Table 2).

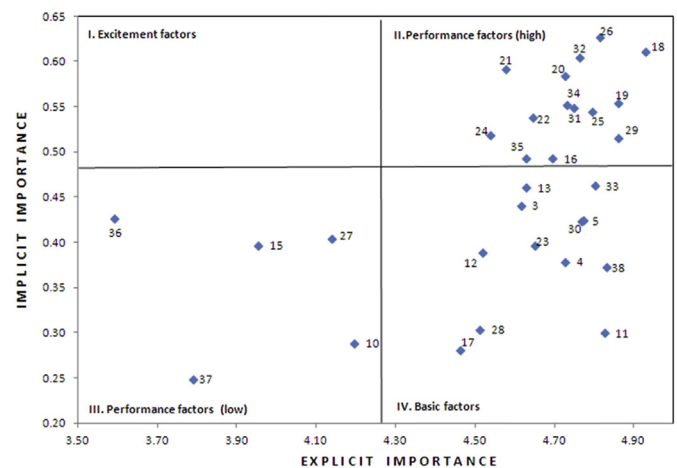


Fig. 3. Importance grid matrix of the British participants (The meanings of the numbers can be seen in Table 2).

businesses, mainly because such identification may enable managers to understand which attributes create customer dissatisfaction for senior tourist market and have to be prior improved for preventing the dissatisfaction.

In the present study, results indicated that basic hotel attributes for German and the British senior tourists differed considerably. For example, ‘price’, ‘well-lit bedroom’, and ‘location’ were the basic factors for German senior tourists. In a previous study among 187

seniors (55 and older) in the USA, [Wuest et al. \(1998\)](#) found that 'well-lit areas, restaurants and garages' was the most important (means 4.84, in five-point scale) hotel attributes, followed by '24-h security' (means 4.80), and 'good value for money' (means 4.79). In another study which was conducted by the participation of 21 experts in the USA, [Ananth, DeMicco, Moreo, and Howey \(1992\)](#) obtained that mature-specific attributes such as 'grab bars and supports in bathroom', and 'night light in bathroom' were mentioned more important by senior tourists than by young tourists. This results underline that importance of hotel attributes for senior tourists differ, according their demographic characteristics, like nationality. [Callan and Bowman \(2000\)](#) also confirmed by their work that senior tourists were not a homogenous group. In the further research, therefore, it is necessary to highlight the differences in demographic characteristics of the samples and their behavioural approaches.

According to analyses results of this study, 'perceived value' was a *basic factor* for the British senior tourists. For Germans, 'price' was a *basic factor* in contrast. 'Price' was not even included to the classifications for the British seniors, since it had statistically insignificant correlation with customer satisfaction. This finding shows similarity to [Gustin and Weaver's \(1993\)](#) study, who surveyed 55 and older 914 Americans by random sampling method in the USA. The authors noted that 'price yet quality' was one of the most important and underlying dimensions that differed within the senior market including some others such as 'reputation of the hotel', and 'room features'. In the present study, 'appearance of staff' and 'attentiveness of staff' attributes classified as the *basic factors* for the British seniors. If the hotel managers do not want to create customer dissatisfaction, they should try to maintain a service standard where performance level of that hotel attributes may meet the minimum expectations of the senior tourists.

Hotel attributes which were identified as the *performance factors* in this study are assumed to increase senior tourists' satisfaction, if their perceived performance is increased. Study results also show that both for German and the British senior tourists, 13 out of 38 hotel attributes are the *performance factors*. Many of the attributes positioned on the *performance factors (high)* quadrant are related to staff and physical issues at the hotels. These are the facts that they easily can be improved (such as service quality of the staff by trainings) or changed (such as new decorations and uniforms) by some strategic decisions. [Chen et al. \(2014\)](#) study which investigated 397 senior group package tourists in Taiwan showed that hotel rooms could significantly increase customer satisfaction in terms of their cleanliness, comfort, and decoration, as well. [Cheek et al. \(2006\)](#) also notes that "providing quality services to the seniors was a multidimensional activity; and employees' qualities were the key to customer satisfaction of the service quality".

8. Limitation and future studies

This study has some limitations that should be mentioned too. Firstly, using German and British senior tourists as the sample of research limits the generalization of the findings. Secondly, data were collected only from five-star hotels and other types of accommodation facilities were ignored because of the time and budget limitations. Thirdly, in the future studies, researchers are recommended to use IG method for investigating the importance of hotel attributes for other nationalities in other destinations and for showing the measurement strength of IG method in different conditions. Alternatively, the academics may use different techniques at the same research, and compare the results of them.

Moreover, by using critical incident technique, which evaluates respondents' own words, researchers may enable to identify 'unexplored excitement factors' for senior tourists. Finally,

identification of the travel purposes and motivations of the senior tourists may enable researchers to understand this market's needs and expectations. For the practitioners, findings of these types of studies may offer a wide range of new ideas for generating market specific products or services.

9. Conclusion

The results of this study show that hotel attributes for senior tourists can be classified as the basic, excitement, and performance factors, depending on the attributes' asymmetric effects on satisfaction. Thus, without knowing attributes' asymmetric characteristics, focusing on quality of the some attributes more which were stated important by tourists, and allocating resource for increasing the performance of such attributes, hotel managers cannot achieve high tourist satisfaction.

As a matter of fact, improving only basic factors' performance; just prevents customer dissatisfaction, whereas preventing customer dissatisfaction does not guarantee customer satisfaction. In spite of that, products or services which surprise the customers and make them highly satisfied have to be explored and offered by the businesses. Unfortunately, in this study, none of the 38 hotel attributes were identified to be excitement factors for German and the British senior tourists (only 'availability of swimming pool' positioned at the cut-off point for Germans) at the surveyed hotels. This shows the need of generating new services or products by the hotel businesses that 'excite' the customers in addition to satisfy them, for gaining competitive advantage in the global marketplace. In this particular research, absence of the excitement factors for senior tourists, can be explained by destination characteristics, where most products and services are suitable and generated for the middle aged tourists with children whose are representing the majority of mass tourism market.

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