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A Case study on the effect of information technology related interface issues on overall guest experience in Hyatt Place hotels in the U.S.

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Abstract

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Information technology has evolved and has become a major part of every aspect of business. Hotel industry has accepted changes in IT and is now moving towards fully integrating new technologies in order to fulfill the goal of guest satisfaction. Several systems are examined in this case study based on the Hyatt place model to see if their functionality has an effect on the guest satisfaction and their overall experience in the hotel setting. The results are inconclusive from this case study since a modified survey is utilized due to time and resource constraints. However there is a lot of potential for future researchers to design a customized study to study the correlation between IT systems and their efficiencies and how they affect the overall guest experience in a hotel setting. This research could also be expanded to include different types of hotels such as limited service, luxury or boutique hotels.

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Introduction:

Information Technology (IT) has been implemented in various industries since its advent. Even though it has been contended that hospitality industry has been historically shy about implementing many IT solutions even if it benefits the guests, the trend has slowly changed. IT has proved to be very useful in increasing the efficiencies and productivities in any given industry. It has proved to reduce costs, increase productivity and increase revenues, especially, in the hospitality industry (Siguaw, Eng & Namasivayam 2000). In a recent article on trends in the Information and communications technologies, Zelenka (2009) states, "The ICT influences the tourism industry in a growing manner, both in the quantitive and qualitative aspects, with their final individual consumers and group's business users, in many dimensions, and many non-predictable ways."

While technology is being slowly but surely adopted in Hotels as with the rest of the hospitality industry, there are still some issues with how this technology is being applied to get best results. "The success of a travel or tourism business is largely dependant on how well they make use of the technology that is available and developing." (Mamaghani, 2009).

In an effort to get closer to the issue of technology adoption in the hotel industry, we need to research the hurdles in technology adoption. The current case study aims to examine the effects of how IT related interface issues affect the overall guest experience in Hyatt Place Hotels in the US since this could potentially be a major component of IT adaptability issue. If information technology does not serve the end goal of customer satisfaction and delight, hotels will always hesitate to adopt new technologies.

Traditionally, Hyatt Hotels has been considered as an upscale hotel chain providing top-notch customer service – the "Hyatt Touch" is the signature term used to describe this kind of service. Recently, with the introduction of Hyatt Place brands to add to the Hyatt Hotels chain, maintaining Hyatt standards in customer service has come to the forefront as a major issue. This is primarily due to the business model of the hotel.

Due to the design and execution of Hyatt Place hotels where guests can stay by paying much less than they would at any other Hyatt brand, providing efficient and world-class services at a value price has been a challenge. The design of the Hyatt Place poses a challenge in that guests are expected to be more pro-active and use of technology in every aspect of service delivery is given the most importance. For example, one of the issues constantly faced at Hyatt Place hotels is the quick and efficient check-in process through the self-serve kiosks. The value pricing of Hyatt Place hotel rooms is made possible due to the availability of self-service style of service delivery. Therefore, it becomes quite imperative for the brand's success that these self-service terminals and systems work at peak efficiency at all times for guaranteed customer satisfaction. When there is a problem with the system, service delivery is automatically affected whether the hosts are able to recover from it well or not. This case study aims to examine the effects of how IT related interface issues affect the overall guest experience in Hyatt Place Hotels in the US. The literature review that follows will lay out the path IT has taken and how it has been accepted into the hotel industry in the recent years.

Then, the case study will examine some available literature to prove how important the IT systems are to the success of a hotel. Then, it will go on to describe how three IT systems are implemented in Hyatt Place Hotels. We will then understand the system of guest satisfaction data

collection through independent surveys by Medallia. Then, we will try to draw conclusions whether IT systems have an impact on guest satisfaction or not based on the available data.

Justification

As discussed above, even with the adoption of technology, there is a gap between the capabilities of what the technology can offer and the actual practical application of the systems. This may be due to:

A] Actual system downtime: Several IT systems in a hotel are interfaced. These systems may be maintained by single vendor but most likely than often, they are not. Therefore, in case of a system downtime of one system, the data does not get interfaced properly with the rest of the systems causing hitches in the actual service delivery process. For example, usually property management systems are stand-alone systems that are interfaced with other electronic systems such as electronic locking systems, telephone accounting systems and central reservation systems. When one of these systems is down and there is not enough advance notice to the employees, it causes a hiccup in the service delivery process. Usually the wait time for the guest increases and due to the inability of the employee to explain the wait, quality of guest experience is diminished.

B] Lack of employee training: It is general knowledge that hotels, just like other hospitality concerns, experience a high turnover rate. When new employees are hired, based on the situation, they are put to work without proper or comprehensive training with the systems. This causes a major gap in what the employee needs to know to perform his/her job well and what the employee is actually trained on. Therefore, the employee lacks the complete knowledge

of how systems work together or even how each system is inter-related to the other. This lack of knowledge is magnified when service delivery collapses and the employee is not able to recover quickly enough or efficiently enough.

C] Lack of guest education: With more technologies available in hotels, guests are being expected to use this technology every time they visit hotels. Especially in the select service/ limited service segment, it has become common for the hoteliers to expect the guests to check themselves in using kiosks, to order their own food using kiosks and check themselves out using kiosks. These are the three major areas where technology is being pushed to achieve increased guest satisfaction and a reduction in labor costs. However, one important aspect that is being overlooked is the fact that guests need to be educated in how to utilize the technology before they can be expected to use them. When there is a gap between what guests need to know about these systems and what they actually know, service delivery is affected thus reducing the overall guest satisfaction.

Many of the issues are with training employees on the applications and others are due to guests not being educated in the use of these technologies. Several back-end and front-end interfaces cause issues in the service delivery process and this may be due to: a] an actual downtime between two systems, b] lack of employee training and/or c] lack of guest education on use of self-serve interfaces.

Constraints

A major constraint in conducting this case study would be to gather pertinent guest satisfaction scores from Hyatt Place Hotels as it is proprietary information. The other constraint

would be to differentiate between the causes of low-scoring customer satisfaction surveys – how exactly can surveys be separated when all aspects of a guest experience is being measured in one survey.

Another constraint to the methodology is the skewed results. Frequent guests are the most satisfied of all the guests and that is mainly the reason why they keep returning to Hyatt Place hotel. But, a lot of these guests elect not to receive the guest satisfaction survey due to various reasons. This factor will be a major constraint because the remaining surveys are only being sent to guests who are mostly infrequent and are not a representative sample of all guests staying at the hotel.

Two more factors that could skew the results is lack of employee training in obtaining proper email IDs or malicious foul play. This happens when employees either forget to take the email ID or have not been trained on the proper procedures to collect guest emails. When employees purposely omit the email ID of the guest from the stay record in order to avoid unfavorable comments from the guest, malicious foul play comes in to picture.

Keeping in mind all the above constraints, therefore, this case study will focus mainly on the day-to-day issues in IT system interfaces as faced by employees and guests. This should give a fairly good idea as to how much these issues are affecting the overall guest experience.

Literature Review

The literature on this subject gives many clues as to why issues exist as far as IT systems in hotels are concerned. For example, Siguaw, Enz and Namasivayam quote a study in 1999 by Arthur Andersen that stated that fewer than half of the hotels in the US have widely integrated IT

systems in place. Namasivayam, Enz and Siguaw (2000) show that hotels have adopted guest-service related technologies at a lower rate than they do productivity- and revenue-oriented technologies. Connolly, D.J., (2000) observed in his research that luxury hotel segment, despite the many opportunities through IT, continues to resist greater automation for the fear of de-personalizing service.

While historically the industry has been reluctant to adopt IT in a big way, this has changed in the past 10 years. Ham S., Kim, W.G., & Jeong, S. in 2005 have concluded that hotel organizations are benefiting from information technology applications. Researchers Law, R & Jogaratnam, G conclude that the investment in IT is useful if it allows the customers to have a better experience and the employees to work more efficiently. While this researcher talks about the IT systems in place for employees to use to assist hotel guests with, there is another area of IT systems. There can be self-serve IT systems in place for the guest to use throughout the hotel stay process. For example, guests may be able to use web or phone check-in process before getting to the hotel, or use the kiosk check-in once at the hotel. These systems also need to function correctly for the guest to have the best experience possible.

One system among many that are crucial to hotel operations is the property management system. "Hotels of varying sizes and segments are relying on a new generation of property management solutions to help them deliver stellar service to guests." (Wagner, 1999). "The biggest benefit hoteliers reported from a hosted property-management application is the centralization of data." (Freed, 2008). Also, PMS software is being customized, so front-desk clerks can offer guests a choice of which style of room and what amenities they want in that room at boutique hotels (Freed, 2008). IT has also been identified by Adam (2001) that a well

integrated systems configuration allows for smoother operations and to get a better profile of the guest.

Many hoteliers are offering free-to-guest services such as High-speed Internet Access (HSIA), premium channels on the TV in order to stay competitive in their market segment. This strategy has led, in some hotels, to an increased occupancy, potentially higher ADR, and in helping satisfy guest needs (Adams, 2001).

Another IT system in place is the newly emerging kiosk technology. This technology has also evolved through the times and through several industries has found its way in to the Hotel industry. Hotel check-in kiosks need to be able to not only process the check in or check out but also print a receipt and dispense keys – preferably within a short amount of time. Tim Kearns, Marketing Director for MontegoNet is quoted as saying, "Hotel check-in kiosks are more complex than informational kiosks because they have to tie into a back-end reservation system, accept payment from the guest and dispense a key card." (Adams, 2004).

Therefore, integrated IT Systems can be the backbone of a hotel allowing the hotel management in enhancing guest's experience of the brand and in assisting the employees in working efficiently to achieve the organizational goals. However, there is reluctance in hotels to adopt IT systems that enhance guest experience due to several reasons. In the recent years, the reluctance is giving way to acceptance but at the same time, interface issues in IT systems are going to slow the adoption process

According to Siguaw, J.A., Enz, C.A., & Namasivayam, K (2000), IT systems are expected to prioritize and help improve guest services, increase employee productivity and

enhance revenue generation. But, it is imperative that to achieve the goal of improved guest services, IT systems have to be customized and guests have to be educated in the use of the IT systems. While these systems are in place in many hotels and assist employees to work efficiently, they may not function correctly all the time.

When IT systems and the interfaces have a breakdown, guest experience is less than perfect. In this case study, IT systems at Hyatt Place hotels were observed for a period of three months. This paper will delve into the guest satisfaction surveys in order to understand the effect of the systems shortcomings on their experiences.

Hyatt Place hotels were designed to cater to the needs of the individual business traveler. This segment has traditionally relied on the availability and the adoption of information technology in all walks of life. They expect the same when they travel and stay at hotels. Therefore, it was recognized early with the design of this brand of hotels that, high-technology will be an important aspect of these hotels. However, the problems and issues in the practical applications of IT in day to day business operations were not fully anticipated.

During the first 2 years of Hyatt Place operations several IT related issues surfaced such as complimentary HSIA service not being fast enough, self-serve kiosk systems not being efficient enough, and property management system (PMS) system not interfacing with other auxiliary systems well enough. All of these problems caused hiccups in the quick and efficient dissemination of quality service resulting in low guest satisfaction survey scores. These scores were obtained from the Medallia database. Medallia is an outside contractor proctoring guest satisfaction surveys via e-mails to checked-out guests at Hyatt Place hotels. This company impartially collects the surveys in order to allow Hyatt Place hotels to understand how well

guests are responding to the hotel services. This, in turn, allows the hotels to cater their services to guest needs, which in turn, allows them to stay ahead of the competition in the market.

Typically, in the hospitality industry, market conditions play a significant role in the way the hotels, restaurants and other establishments behave. "The high-level of competition in the hotel industry is reflected by increasingly narrow margins and growing pressure to offer more and better services, with rising costs as a logical consequence (Castellanos-Verdugo et al., 2009). To stay ahead of the competition, hotels strive to find a competitive advantage their brand has in comparison with the other hotels they are in direct competition with. Hyatt Place hotels were designed as a hotel brand that will compete with other hotels in the market with customized service combined with the best use of user-friendly technology. In order to achieve this and subsequently measure this goal, Medallia surveys are collected from randomly selected checked-out guests.

These surveys are meticulously designed to measure every aspect of a guest's stay. Sample survey is attached to this paper as an appendix.

Methodology:

As part of this case study, three months worth of guest satisfaction surveys were observed and analyzed. This task was undertaken at the Hyatt Place in Fremont, CA for convenience and accessibility. The months chosen were January, February and March of 2010 – the choice of the months allows for the presentation of the most recent surveys and also it coincided with some of the changes that were being made to the IT systems at the Hyatt Place Hotel in Fremont, CA – the property used for this case study.

Surveys were sent to checked-out guests via email. The email ID's were collected anytime during the guests' interaction with the hotel property. It may be during the process of reservation, during the process of check-in, subsequent stay or during check-out. As long as the email was added to the guest stay record before the end of the day of the guest check-out, guests became eligible to receive the survey via random selection.

Several guests who were part of the Hyatt Gold Passport frequent guest program already had their emails added to their member profiles so these guests were not asked for an email at any of the other check points. However, some of these frequent guests do elect to be removed from the random selection process so that they do not get any of the surveys. This was an added perk for frequent members as they do stay with the same brand a lot and receiving a satisfaction survey every time or many times can get annoying.

However, one point to be noted at this juncture is that since frequent guests are mostly returning due to their satisfaction wit the brand's overall experience, it affects the satisfaction scores negatively when they elect to be removed from receiving these surveys. This point has also been noted in the constraints section of this paper.

All surveys were emailed to guests. Wikipedia recognizes several advantages and disadvantages of an online self-administered survey:

Advantages:

- Allows shy respondents to answer sensitive questions in private.
- Free of interviewer bias.

- Respondents can read the whole questionnaire before answering any questions.

Disadvantages:

- Respondents are more likely to stop participating mid-way through the survey (drop-offs).
- Respondents cannot ask for clarification.
- Low response rate in some modes.
- Often respondents returning survey represent extremes of the population - skewed responses (consequence of low response rates).

The disadvantages of self-administered surveys can also be considered to be a limitation of this study.

Measurement:

The survey questionnaires are self-administered and the method of delivery of these surveys is web-based due to the ease of use and the type of customer that Hyatt Place hotels usually attract. Most of the Hyatt Place hotels have a strong individual business traveler customer base and since this group is quite familiar with web-technologies and in fact, finds it easier to do things online rather than via traditional routes of postal mail or other means, the web-based surveys are a good option to go with. This method of questionnaire delivery is also quite inexpensive for the researcher and will save time.

As part of the surveys, the guests are asked to answer several questions pertaining to their experience at a Hyatt Place Hotel on a Likert-type scale of “1” to “10”, a score of “1” being “most unfavorable” to “10” being “most favorable”.

The survey that was used to measure guest intent is attached to this paper as appendix 1. The following section explains in detail as to which questions are specifically targeted to elicit answers to fulfill which objective of this research paper.

Construct Description

Survey questions have been carefully chosen to measure satisfaction with different services provided by the hotel. The overall experience, overall service and overall accommodations are given the most weight given the nature of these questions. These questions will help determine if the guest is taking away a favorable or unfavorable image of the hotel. This is, of course, based on the underlying experience while at the hotel which is measured by the rest of the questions.

The second set of questions measures the guest loyalty and intent to return and recommend a Hyatt place hotel to their friends and family. These three questions will give the management a glimpse of whether the service, systems and the experience are being well-received now and if they will be well-received in the future. If one or more of these questions are scored low, it is time for retrospection and action. It is quite common knowledge that it is less expensive to keep an existing customer as opposed to earning the trust of a new one. Therefore, intent to return and intent to recommend play a major role in strategic decision making for the hotel property.

The third set of questions measures the guests' satisfaction with the arrival and departure process. Two important system efficiencies are being measured using these questions. The PMS system and kiosk work in conjunction to provide the guest with the most quick and efficient check-in and check-out processes.

The next section aims to measure the guest satisfaction with the quality and speed of the high-speed internet access provided to guests free of charge. These two items of the survey are quite important in letting the hotel know how well the system is working and if the guests are satisfied with the service. This will also play a major role in strategy for the management, in decisions such as whether to continue with the current ISP provider, or if bandwidth to the hotel needs to be increased for optimum guest experience etc.,

Lastly specific questions are asked regarding the kiosks at the front entrance and the use and efficiency of the kiosk at the F & B outlet. These questions point directly to the guest satisfaction with the overall kiosk set-up at the hotel and will feature very importantly in the strategy decision whether kiosk technology is something that can be utilized by the Hyatt place model or not.

Discussion:

Three IT systems at the Hyatt Place Fremont were observed for this case study: PMS system, self-service kiosk system and the HSIA. Guest satisfaction surveys for the first three months of 2010 were collected and analyzed in order to measure any differences in guest scoring. PMS System is the backbone of any hotel IT system – it allows for recording and dissemination of guest data – every other hotel system is, generally, interfaced with this system.

Employees of all departments, including, Front Desk, Maintenance, Housekeeping, Food and Beverage use this system extensively every day. Guest experience at the hotel starts with this system as it is used for check-ins, posting all charges and for check-outs. A malfunction of this system has the potential to mar the guest experience. Therefore, it is quite crucial that this system works at optimum efficiency.

Self-service kiosks are used in Hyatt Place hotels for two different purposes. 2 kiosks are available at the entrance to facilitate guest check in and check out processes. One self-serve kiosk is also available in the Guest Kitchen area where the guests can browse and place food and beverage orders – with or without assistance from one of the employees. Since Hyatt Place hotels are select-service hotels, meaning, they offer limited services to guests, this self-serve option takes on a whole new meaning. Due to the non-existence of a full-service restaurant type of set-up, guests have to be made aware of the self-serve kiosk and then encouraged to use it whenever they want to place a food or beverage order.

These kiosks are interfaced with the PMS system in order for all the transactions to seamlessly reflect in the guest folio. While this is a great practical application for a self-serve terminal, Hyatt Place hotel management and staff needs to make sure that the guests are completely satisfied with the use and efficiency of these systems.

The third IT system that is being observed in this case study is the HSIA that is provided to guests free of charge. This service has been rated top most important amenity and is as common in all hotels now as telephones or televisions were a few years ago (Florio, 2006). For the best guest experience, this amenity has to be not only provided, but it should be provided consistently and should meet guest requirements day in and day out. Outside vendors are hired,

generally in Hyatt Place hotels, to maintain this system because servicing/ trouble-shooting wireless networks is not a core skill of hotel employees. While this takes a burden off of the hotel employees in this regard, it also means having to manage the system efficiently through an outside vendor who is providing this service. An additional challenge for the Hotel employees is to make sure that any failures in the network or related issues do not result in a negative guest experience. For the purpose of this case study we will consider the ISP provider as an integral part of the service delivery process and thus as a responsible party for the guest satisfaction. This is because even while the ISP is an outside vendor, hotel is their client and the hotel guests are their client's clients.

In order to analyze the effect of the above three systems on the guest satisfaction scores, mainly four questions and answers from the entire survey were given importance. The measures were: "Overall service", "Overall experience", "Overall accommodations" and "Intent to return". Scoring for these four questions is dependent on other questions, for example,

1] "Speed of Check-in" – which measures the efficiency of the PMS system (employee performance is measured with other questions),

2] "Ease of kiosk use" – which measures how well the self-serve kiosk technology is working,

3] "Quality of wi-fi access" and "speed of wi-fi access" – which measure the quality and speed of complimentary hi-speed internet service provided to the guests.

During the period of this case study, changes were made to the above three systems and the guest satisfaction scores were monitored.

Results

During the month of January, the kiosks, PMS system and the HSIA remained as they were, and guest satisfaction scores were noted. Complaints were also logged separately in order to judge the depth of dissatisfaction but were not used for the purposes of this case study. In the month of February, changes were made both to the HSIA and also to the PMS system. The bandwidth available to hotel guests was increased by 50% leading to a huge surge in better scores in that area. PMS system was upgraded to the next version which resulted in a 59 second faster check-ins and check-outs.

In the month of March, changes were again made to the internet bandwidth and to the POS kiosk systems. The bandwidth available to the guests increased by another 50% while an upgrade was made to the kiosk system whereby it was more user-friendly and quicker. Average amount of time for a guest to check in using the kiosk went from 2.3 minutes to 1.7 minutes. Average time for a guest to place an order went from 1.3 minutes to 0.79 minutes. These changes were then matched with the changes in guest scoring on the guest satisfaction surveys. The overall experience, overall service, over accommodations and the intent to return scores have been tabulated below for the months of January, February and March of 2010.

The results in Table 1 clearly indicate a positive effect on guest satisfaction scores when changes were made to the IT related services and systems but a correlation analysis was not conducted. Researchers Law, R & Jogaratnam, G conclude, “The investment in IT (thus) benefits the hotel if it enables customers to have a better experience and the hotel staff to work more efficiently to better assist customers.” This current case study is another example of the point R.

Law and G. Jogaratnam were trying make -investment in IT systems assists hotels achieve better overall guest satisfaction as well as employee productivity.

Table I

Guest Satisfaction Scores for Hyatt Place Fremont for the Jan-Mar of Y2010

	January	February	March
Overall experience	57.3	64.1	68.9
Overall service	62.4	63.1	76.9
Overall accommodations	65.8	70.9	72.6
Intent to return	69.1	71.8	72.6
Recommend	68.1	71.8	75.6
Value for price paid	66.7	64.1	69.1
Overall arrival	67.6	71.9	83.3
Accuracy of reservation	73.6	82.2	86.1
Speed of check-in	67.8	72.0	79.5
Overall departure	70.6	71.4	79.3

Speed of check-out process	69.9	75.5	81.7
Accuracy of billing	75.2	78.4	80.2
Ease of HSIA	56.5	58.7	72.4
Quality of HSIA	54.0	52.3	64.8

The Medallia surveys are on a scale of 1 to 10 and guests were asked to score their experience with each item on this scale. The above percentages are the total percentage of surveyed guests that scored either a 9 or a 10 for an item on the survey. Since the goal is to be in the 9-10 range of the scale, any improvement in these figures month to month is given most importance.

In January of 2010, out of the total number of all the guests that were randomly selected and sent a survey actually 150 surveys were answered. This number fell to 103 for February of 2010 and the number was 123 for March 2010. In order to read the above results, therefore, one would say, guests who scored 9's and 10's for the overall experience survey item for the Hyatt Place hotel in Fremont, CA went from 57.3% in January to 68.9% in March, which is a 11.6% increase.

These scores are also bench-marked against the Hotel brand standards across the country – while all the scores are low when compared to the benchmark, a certain improvement has been noticed when the changes to the system were made. Therefore, the scores in March of 2010 are much closer to the brand benchmark than the scores in January or February.

Conclusions:

Based on the results studied for the three months, overall experience, overall service and overall accommodations scores went up along with the intent to return. These four indicators definitely point towards somewhat of a positive relationship between the guest satisfaction with hotel experience and the role of IT systems but the results are inconclusive.

The limitations of this case study stem from the fact that an existing survey was modified to elicit results for the case question. If a customized study is conducted that specifically measures only the IT related item constructs, the results would be much clearer.

This case study concentrated on only three very specific systems. When several systems are studied, finding a positive or negative relationship between issues with IT and their effect on guest satisfaction may be more complicated to study. Also, for full service hotels where many more systems are in place and the chance of human error is much more, the correlation may not be evident. When more systems are being used, interface issues may also negatively affect the guest experience. Future research can expand and focus on this issue.

This case study was also restricted to one specific location. If the study is expanded to other hotel brands or other geographic areas, results may vary and this can make for a very interesting study in the future.

Another limitation that should be noted is that other changes in the hotel environment that may have led to the positive changes in the improved survey scores were not taken into account. Some other changes were a positive change in management leadership, positive change in market conditions and the use of an improved plan of action to raise the overall survey scores.

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APPENDIX 1:

Guest Name: _____

Guest Address: _____

Guest Email Address: _____ Guest Phone number: _____

Guest Check-in Date: _____ Guest Check-out Date: _____

Guest Response date: _____

Hotel Location and Address _____

Overall Guest Experience Scores										
Overall experience	1	2	3	4	5	6	7	8	9	10
Overall service	1	2	3	4	5	6	7	8	9	10
Overall accommodations	1	2	3	4	5	6	7	8	9	10
Loyalty and Value Summary										
Return	1	2	3	4	5	6	7	8	9	10
Recommend	1	2	3	4	5	6	7	8	9	10
Value for price paid	1	2	3	4	5	6	7	8	9	10
Reservation and Arrival										
Overall arrival	1	2	3	4	5	6	7	8	9	10
Accuracy of reservation	1	2	3	4	5	6	7	8	9	10
Speed of check-in	1	2	3	4	5	6	7	8	9	10
Departure										
Overall departure	1	2	3	4	5	6	7	8	9	10

Speed of check-out process	1	2	3	4	5	6	7	8	9	10
Accuracy of billing	1	2	3	4	5	6	7	8	9	10
Internet Access										
Ease of high-speed Internet access	1	2	3	4	5	6	7	8	9	10
Quality of high-speed Internet connection	1	2	3	4	5	6	7	8	9	10
Self-Service Kiosk										
Use of Kiosk for self-service CHECK-IN	1	2	3	4	5	6	7	8	9	10
Use of the Kiosk for self-service CHECK-OUT	1	2	3	4	5	6	7	8	9	10
Purchase food or beverage during stay	1	2	3	4	5	6	7	8	9	10
Food or beverage from Comp. Breakfast	1	2	3	4	5	6	7	8	9	10