MANAGEMENT OF THE EXPERIENCE IN HOSPITALITY SERVICE: Analysis of the accommodation reviews of the Village Confort Hotel and Flat in Joao Pessoa – Paraiba – Brazil

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ABSTRACT

In recent years, the Brazilian hotel market has undergone important transformations to meet the wishes of a well-informed and therefore more demanding consumer. The search for higher quality in the services offered by the means of lodging, combined with the dissemination of the use of the Internet, has led consumers to position themselves in relation to the satisfaction of their desires and expectations. In this sense, this study sought to analyze the relationship of the experience in hospitality services and the measures taken by the Village Confort Hotel and Flat, located in João Pessoa-PB, based on the positive and/ or negative comments cited by the guests using evaluation mechanisms of the accommodation services in the Internet. The research carried out is an exploratory, descriptive, qualitative-quantitative approach, conducted in the form of a case study. The analysis of the data took into account the collection of primary data and secondary data, collected in eight lodging websites and in the establishment itself through evaluative data sheets and electronic feedback. The results showed that in the face of the intangibility of the tourism product, experience in hospitality services is influenced by how managers direct actions to solve problems or maximize opportunities when they are aware of the complaints and compliments presented by the guests.

Keywords: Hospitality. Evaluation. Village Confort Hotel and Flat. Joao Pessoa-PB.

1 INTRODUCTION

In the decision to purchase goods or services several factors can positively or negatively influence the consumer. For a company to achieve its goals of turning a potential consumer into a real consumer, the use of marketing tools is indispensable. Based on the understanding of consumer behavior, the use of new technologies and the relationship with other stakeholders, companies will be able to develop strategies and guidelines for their positioning in relation to the competition.

In the tourist market, there is also a constant presence in the relations between the companies and their clients / consumers: the intermediary - the tourism operator making contact with the means of lodging, restaurants, transport, receptive, among other services necessary to the supply of services that can generate positive customer / consumer experiences.

For Cooper (2007), despite the possibility of a direct purchase of the tourism product [mainly with the dissemination of the Internet], customers / consumers still use the services of intermediaries quite a lot because they adopt strategies to reduce costs and bureaucratic barriers in the supply of tourism goods and services and, in many cases, direct contact between potential customers and the company ends up compromising the negotiations, evidencing failures in the relationship and, in this case, intermediary agencies directly influence the tourist market by establishing relations between the consumer, destination and the supplier of the product, through solid and structured distribution channels.

For a long time, the agencies and tour operators represented the intermediaries. Nowadays, with the growth of information technology, the Internet has played a significant role in the development of the online shopping market for tourism products, for instance, of the B2B websites, one of the main internet intermediaries, founded in 1994 in United States of America by Microsoft ©, present in approximately 30 countries and Booking.com ™, known as the world leader in Internet booking and reservation distribution, operating in 223 countries and territories, with pages translated into more than 40 languages. These two

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intermediaries seek to offer convenience, low price and ease of lodging reservations at any time, without bureaucracy and with guarantees.

In Brazil, some hosting managers are more concerned with maximizing shareholder wealth, granting pseudo-advancements when offering services to achieve this goal or even increasing branding efforts to strengthen the brand with its customers and suppliers. However, few establishments really care about understanding the hosting as a way to serve and effectively seek to tailor the service to meet the real needs of the consumer. Therefore, the most appropriate way to build strong relationships between the consumer and the hosting environment is to seek to meet their expectations through brand experience, with the establishment of efficient management of this experience that results in positive consumer perceptions.

In this sense, this study had as an objective to analyze the management of the experience in hospitality services in the Village Confort Hotel and Flat, located in Joao Pessoa, capital of the State of Paraiba in Brazil, from the survey and analysis of the [positive and negative] comments registered by the guests through the evaluation instruments of the services often used by this hotel chain: internal search [through evaluation sheets] on reviews made available on the websites of Booking.com™ and TripAdvisor©.

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The management of the experience in hospitality services has the purpose of showing the importance of the reviews of the services by the guests and their perceptions regarding the ordinary and extraordinary character of their stays at the place of destination. In turn, the choice of theme by the researchers started from the concerns related to the eagerness to know the practices of management of experience in hospitality services, considering that the quality of the services provided by the means of lodging directly influence the experience of the guests.

Thus, understanding part of the hospitality process is critical to the academic community and the businesses involved, providing a range of possibilities for discussing the subject through experience management studies as part of a larger and more complex system that characterizes hospitality.

2. LITERATURE REVIEW

2.1. Hospitality as a tourist product

The tourism product is mostly related to tangible goods (gastronomy, museums, beaches, monuments, among others) and intangible (culture, ceremonies, beliefs, customs, among others), which affects the emotions and the experience of each consumer. Among the most diverse tourist products is the hotel industry, an important element for the maintenance of the tourist activity.

Beni (2006), states that a hotel is a service company that is completely different from other industrial or commercial establishments, because at the same time that it provides services it also offers products.

For Castelli (2016a), the means of lodging are organizations that offer lodging to an indiscriminate clientele by paying a (daily) fee. In this perspective, it is up to the consumer to direct their personal motivations in the choice of the lodging medium appropriate to their needs.

Thus, hotel companies can be classified in size, small, medium and large, and the parameter that bases this classification can be the apartment, number of beds or annual revenue (Castelli, 2016a).

However, there are other criteria that can diversify what the hotel offers such as the relationship with its public, the type of service offered and the physical structure. It should be noted that selling the hotel service is not only selling the hotel itself and its structure, but a series of factors and elements that make up a sensorial mix, leading the consumer to evaluate the readiness of such an offer.

Holbrook (2000), estimates that experience in hospitality services such as hotels is a dominant factor, and that decision-making is influenced by imagery, emotions and pleasure. These attributes allow the establishment to observe the behavior of the consumer and its relation to the one proposed by the company, making it possible to understand the phases

of the consumption experience, before making a decision about its position and line of action.

From this perspective, it is necessary to identify the aspects that distinguish an ordinary experience from an extraordinary experience, considering three important phases: pre-consumption, purchase / consumption and results (Barbosa et al., 2011). From this perspective, the results make it possible to observe, from the income, the recurrence of using the same services at later times and the analysis of the suggestions and criticisms, and the degree of satisfaction and loyalty of the consumer in relation to the hotel.

According to Branco, Ribeiro & Tinoco (2010), companies seek to position themselves in the market based on the satisfaction of their customers through the quality of their products or services offered. Fitzsimmos & Fitzsimmos (2014) point out that, through the intangibility of hosting services, quality evaluation arises throughout the service delivery process, which usually occurs in the encounter between a client and an employee of the front line.

It is worth noting that there is no consensus about the concept of quality and several authors express the idea differently. For Castelli (2005b), the concept of quality in hospitality can be observed in what he characterizes as a "moment of truth", when the host will examine if he is receiving what was promised with all that he is entitled to at the moment of interaction between himself and the hotel staff.

The observation of the way service is offered, allows us to assume that any service improvements or consumer favorability can be characterized as quality (Daft, 2009). In order for customer satisfaction with the product presented to it to occur in its fullness, there must be a relationship of fairness, quality being an attribute that serves consumer interests, that is, quality refers to the suitability for use (Oliveira, 2008).

What can be observed is that the goods or service, when correctly defined and offered with quality attributes, must correspond to the motivations and expectations of the consumer. Thus, quality becomes a competitive differential that can positively influence the

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consolidation of relations between the consumer and the company, strengthening the relationship between both parties, adding value to the product and consequently enabling customer satisfaction and loyalty, in this case, in relation to hospitality services.

2.2. The quality of hospitality services

Hospitality corresponds to the phenomenon of well-being, not restricted to the courtesy or cordiality itself, but to a series of factors that corroborate to the well-being or enjoying the pleasure of those who serve themselves. Thus, it is understood that hospitality is the composition of tangible goods (beds, blankets, drinks, souvenirs, among others) and intangible goods (courtesy, satisfaction, happiness, among others).

The term hospitality can be seen from a commercial and economic perspective, taking into account the supply of goods and services and not just its consumers. For Gonzáles, Ramos & Amorim (2005), the term 'hospitality' emerged as the way in which hoteliers and food and beverage suppliers would like their industry to be seen. Essentially, hospitality is made up of two distinct types of services: the provision of overnight accommodation for people who are away from home and the provision of food for those who eat away from home.

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Lashley and Morrison (2004), argue that hospitality is not only in the provision of food and beverages or lodging, but in other factors and actors involved, that is, hospitality involves a harmonious blend of gastronomy, shelter in a physical environment and the [cordial] behavior and attitudes of those involved.

To corroborate this view, Trigueiro (2003), proposes that hospitality deals with a contemporary human exchange, voluntarily assumed and designed to increase the mutual well-being of the parties involved by offering accommodation, comfort, food or drink.

In this sense, in hospitality, lodging is configured as the main product / service offered to the tourist. In fact, a tourist who travels to the chosen destination for more than a day should make use of a medium of lodging, from the simplest to the most sophisticated, from the most elaborate to the most rustic. The common factor is that he will need accommodation

at his discretion, either through direct contact with the establishment or through an intermediary.

Campos & Gonçalves (1998), states that the hotel industry on the national scene remained almost inert from the 1970s to 1990s and catered to the tastes of the owners. Most establishments had no differentiation, no more than imitation of models of other hotels, of course with exceptions, but the customer was not the main focus of the business relationship.

After the 1990s, the national hotel market showed a significant increase in its share. The market view did not remain inert and soon this model of hospitality became adapted to a new relationship of supply and demand, where, in addition to the large number of establishments with low costs and few services, the change occurred in consumer behavior: a large supply of the product [means of lodging] made the consumer become more demanding and more and more the quality became a decisive criterion, directly influencing the perception of the service offered even if in a subjective way, that is, the "consumer seeks the product that most suits their needs, desires and expectations" (Campos & Gonçalves, 1998, p. 195).

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This change in consumer behavior, mainly due to the ease of access to information, especially with the dissemination of the Internet and the advances in information technology that provided the supply of new tools that facilitate communication in commercial relations, brought important contributions to the evolution of the hotel market, such as online sites that allow potential consumers to make the purchase decision without the participation of intermediaries. Attentive to these changes in behavior, intermediaries now offer advantages when it comes to making reservations, such as flexibility of the time of purchase, payment methods, and great credibility in opening space so that clients can expose their experiences in a free and voluntary way.

In fact, the practicality of access to information generates direct impacts on the means of hosting, making imperative the need to manage the experience of consumers in the decision-making process, so that corrective actions can be taken to offer services and align

strategic planning with the expectations of these consumers, and it should be considered that criticism of an ordinary character [routine occurrences] or extraordinary [exceptional occurrences] are fundamental for the balance and dynamism in the service rendering, favoring the improvement of the company's position in the market and the strengthening of its image.

It is observed that the whole concept of hospitality is based on the empirical knowledge, the analysis of the behavior and the experience in establishments that provide services of hospitality, it is also a concept influenced by the observation of the behavior of the providers of this service. Hospitality, then, is considered to be part of the observation of behavior and the human exchange relationship, and that this relationship can be characterized as contemporary, agreeable, voluntary, and mutually beneficial.

From this perspective, the management of experience in hospitality services is influenced internally and externally by factors that go beyond monitoring the provision of a hosting service and its stakeholders or the consumer's perception of the services provided, it transcends experience in itself, and engages in communicational procedures between operational staff and potential and actual consumers.

From the point of view of the consumer - those who enjoy the services provided to them - the perception of quality in hospitality services will depend on the evaluation of their experience, and it is therefore up to them to measure what the company proposes and what it actually was and the company is responsible for managing the information related to the satisfaction or dissatisfaction of these consumers, so that   strategic actions aimed at improving the quality of services can be implement. In this sense, establishing healthy and productive relationships, based on experience management, is a valuable channel of communication between companies and their consumers.

2.3 From Relationship Marketing to Experience Management

Marketing can be seen as a process of relationship building and, according to Kotler & Keller (2012a), for these relationships to be cultivated, it is necessary for the company to use

strategies that maximize the value of the product: the fruit of the relationship between the company and the customer is image consolidation through trust.

In this context, it is perceived that trust is constructed from customer satisfaction, understood as the result or the sensation of pleasure or disappointment with the product resulting from the comparison between the perceived performance (outcome) of a product or service and the expectations of the buyer (Kotler & Keller, 2012a).

Thus, the perception of customer satisfaction is fundamental when directing corrective actions of internal and external communication, since the relationship between the company and the client may suffer interference from occasional situations or specific actions and factors, which does not characterize the break in relationships or difficulty in cultivating them, it is the result of an entire experience below the expectations of the consumer.

As a way of directing decision making and corrective measures, Cadottte & Turgeon (1988) affirm that it is fundamental to identify attributes that affect customer satisfaction in relation to the quality of the product or service, since it is the remuneration attributed by them to the goods and services that will guarantee the existence and maintenance of the establishment.

Seeking to establish stronger ties with customers, companies have carefully managed detailed and valuable information about them through Customer Relationship Management (CRM), including all customer contact points with the company and, in that case, extending from the experience itself to a personal or mass communication, such as reservations, check-in and check-out, loyalty programs, room service, office, fitness center , laundry, restaurant and bar, in the specific case of hotels (Kotler & Keller, 2007b).

Another tool that has also been very useful for managers is the Customer Experience Management (GEC). Unlike CRM, GEC is not exactly a marketing concept, but a process-driven rather than a result-driven management, going beyond CRM, not just recording customer transactions, but building good relationships with customers (TISCHELER et al., 2012).

According to Schimitt (2004) apud Tischeler et al. (2012), the GEC structure, consists of five basic steps: 1) analysis of the customer's experiential world [business context analysis]; 2) construction of an experiential platform [implementation of the tool and coordination of actions of marketing, communication and innovations]; 3) projection of the brand experience in the market [product market aspects], 4) structuring the customer interface [creation of appropriate and interactive exchanges with customers]; 5) commitment to continuous innovation [implementation of continuous improvement].

Under this approach, the most indicated and used by companies for perceiving failures is the registration of complaints and some of them open mechanisms of records of compliments, complaints, suggestions and reviews, both in the establishment itself, with the use of research questionnaires of satisfaction, as well as through websites.

3. METHODOLOGICAL PROCEDURES

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The research was an exploratory, descriptive, quantitative-qualitative approach, conducted in the form of a case study, conducted at the Village Confort Hotel and Flat, located in João Pessoa, capital of the State of Paraíba in Brazil, with the objective of analysis of the experiences of 279 subjects who used the hotel's lodging services from January to March of this year and registered their experiences on Booking.com™ (2017), TripAdvisor© (2017) and through valuation sheets made available at the hotel, as well as the electronic feedback of the company that is managed by the Executive Director. All these data sources resulted in a non-probabilistic sample for convenience.

Also used as research technique was participant observation, considering the professional relationship of one of the authors with the Village Confort Hotel and Flat, which allowed informal conversations during the research with the General Manager of the establishment, with the Commercial Manager , with staff at the front desk and with the Executive Director who provided information about the hotel's actions in relation to feedback from guest experiences records that served as a foundation for the research.

To facilitate the tabulation and subsequent analysis of the data, the information recorded by the guests was categorized according to the attributes established by the researchers, namely: quality of services [comfort, cleanliness, location, service, cost benefits, among others] and structure [size of the room, general structure of the hotel, facilities, among others], taking into account the reports of positive and negative perceptions regarding the lodging experience,

The data were tabulated and processed in an Excel© spreadsheet and, afterwards, the results were analyzed by the researchers who presented suggestions and recommendations for the management of the experience that can promote the improvement of the quality of the services provided by the hotel.

4. PRESENTATION AND ANALYSIS OF RESULTS

The purpose of this section was to discuss customer perceptions regarding the experience of Village Confort Hotel and Flat from the collection of data recorded in the comments, reviews and positive and negative reviews in the period after the stay.

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The data were categorized according to the attributes related to the quality of the services offered by the hotel and related to its physical structure, obtaining the following variables: comfort, facilities, cleanliness, comfort, location, employees, emotional well-being, cost-effective, coffee in the morning, physical structure, size of the room, attendance to the requests of the guests.

The attributes related to comfort, facilities, physical structure and comfort were grouped to facilitate the quantification of data taking into account the understanding of the items that could be considered belonging to each variable (Table 01).

Table 01 - Attribute Variables.

Convenience	Installations	Physical structure	Comfort
Internet	WCs	Bathroom size	Bed
Air conditioning	Curtains	Finishing of rooms	Towels
TV	Decoration	Room acoustics	Carpets
Parking	Drains	Lifts	Chemicals
Valet parking	Exhaust hood	Accessibility	Background music
Food	Painting	Staircase	
Computer	Floor	Recreation area	
Messenger	Door lock	Fire exit	
Meeting room		Room size	
Non-smoking rooms			
Laundry			

Source: Authors' research (2017).

4.1 Results of electronic feedback analysis

Based on the analysis of the data collection provided through electronic feedback - messages sent via e-mails by hotel management to guests - information was obtained regarding customer satisfaction about the hosting experience. In this sense, graph 01 presents the responses of the clients in relation to the quality attributes of the services and structure of the hotel.

According to company B, it has worked with its current suppliers for many years. When asked about the new entrants, both companies say there are many new companies providing services that are part of their core businesses. Company B points out that those new entrants usually have amongst their staff former company B's workers. According to company B, the biggest barrier to entry new companies face in their market is the grand scale of the services they are expected to provide.

**Graph 01** - Aspects of positive evaluation of satisfaction regarding hosting.
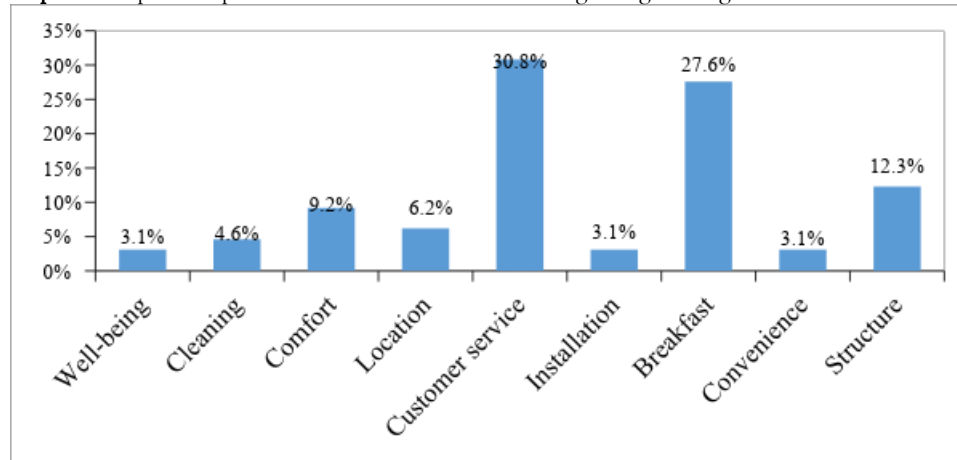
Source: Authors' research (2017).

As observed, the data of graph 01 shows that, 30.8% of the guests mentioned the attendance of the employees as an attribute that provided greater satisfaction. For 27.6% of the respondents, breakfast [with varied options] comes next as an attribute of satisfaction. Regarding the structure 12.3% of the respondents consider that the structure of the hotel is satisfactory.

Other attributes were mentioned by the respondents as factors of satisfaction with the lodging experience: comfort (9.2%), location - proximity to shopping malls, restaurants, waterfront (6.2%), comfort (3.1%), emotional well-being (3.1%), facilities (3.1%). It should be noted that the attributes listed here were mentioned 65 times in a total of 35 e-mails answered. The research also sought to identify the attributes negatively assessed by the guests, obtaining the following results.

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Graph 02 - Aspects of the negative satisfaction assessment regarding hosting.
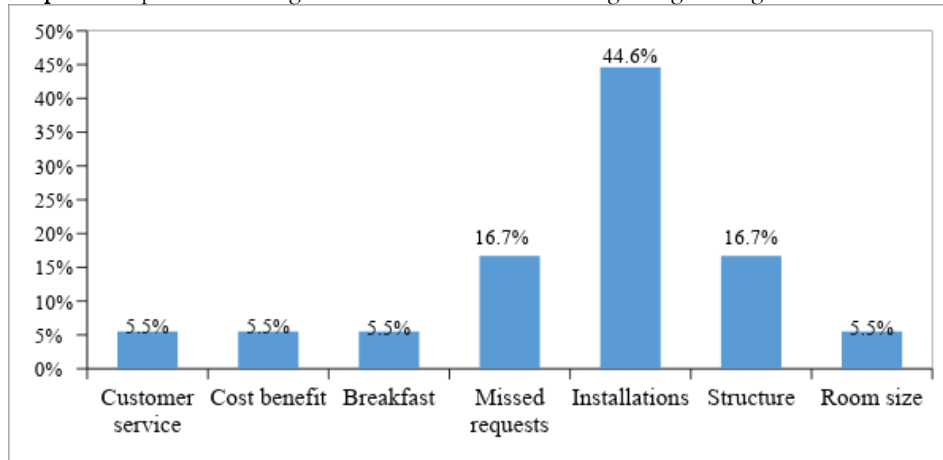
Source: Authors' research (2017).

As shown in Graph 02, 16.7% of respondents attributed their dissatisfaction with hotel accommodation to the structure [size of bathrooms, room finishes, acoustics of the rooms, elevators, access ramp, staircase, leisure area and fire exit]. In this regard, some guests also mentioned the difficulty in using the garage due to the availability of spaces that in some cases makes it impossible to use [depending on the size of the vehicle] or that the lock of the bathroom only closed from inside. The percentage of respondents who had some type of request not answered was also 16.7%, although it was not specified.

For 44.6% of respondents, the negative evaluation is related to the facilities: WCs, curtains, decoration, drains, exhaust fan, paint, floor and door lock. It was therefore established the need to create internal communication channels so that, through the requests / complaints of the guests, the hotel is corrective, seeking to solve the problems or even anticipating them, in addition to seeking dialogue with the guest if the feasibility of meeting their requests / complaints is not possible at that moment, such as the layout and size of the parking spaces because it is a problem that is directly related to the building's architectural design.

In general, it was observed that the negative critics regarding the attributes searched, did not exceed the number of positive critics, presenting a total of 18 mentions in the messages, via e-mails, analyzed in the research. The cost-benefit ratio, understood as the fair value for

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the offered service, presented a percentage of 5.5%, observing that the same result is presented for the attributes: employee attendance, breakfast and room size.

However, as the client is unaware of this fact, he seems to care less about the treatment and responds with great satisfaction. This format of communication, according to information obtained at the research site, is a consequence of the limited number of employees of the hotel, which results in the accumulation of tasks, affecting the management of customer complaints.

Kotler & Keller (2012a) reinforce that customer satisfaction is based on the judgment of the perceived results of the service / product and the relationship of their expectations, which for them functions as a confidence building tool. In this case, the customer shows apparent satisfaction with the post-occupancy contact established by the hotel.

After finding that the messages sent to the post-hosting clients were impersonal, adopting a standard approach, demonstrating that the establishment did not know or did not distinguish between new guests and those who were repeating the hosting experience, they were suggested by the researchers, even during direct observation, some measures to enable greater proximity to the client, among them the change in the text of the e-mail sent post-hosting, which was promptly adhered to.

It is also observed that the establishment started to use a warmer language, directing it individually to each guest, seeking to establish a closer relationship, with the purpose of building a lasting relationship and, consequently, the loyalty of this guest.

In an informal conversation with the management of the commercial sector, it was reported the difficulty in identifying the most frequent guests, as well as having a collaborator for the exclusive performance of this activity, considering that the hotel belongs to a network and would require the creation specific sector for this purpose.

However, from the suggestions of the researchers, management has assigned one of its trainees to take responsibility for improving communication with guests already from check-out and it is recommended to save the contact data in the hotel's own information system

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to enable the follow-up of the post-hosting communications, thus allowing to establish an updated communication channel that makes it possible to 'hear' the client effectively. However, in spite of good intentions, appointing a trainee to establish an efficient channel of communication with the client may not have been the most appropriate decision since trainees provide temporary services while relations with clients should be a long-term perspective.

4.2 Analysis of the attributes mentioned in the website Booking.com ™

This section presents the results of the data collection of the attributes established by researchers in relation to the services [convenience, comfort, cleanliness, location, service, cost benefits, breakfast and requests] and the structure [room size, general structure and facilities] of the hotel and according to the comments recorded on the website ™ (2017), highlighting that there were registered 254 positive mentions in relation to the selected attributes.

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Graph 03 - Positive criticisms regarding the attributes proposed by the researchers.
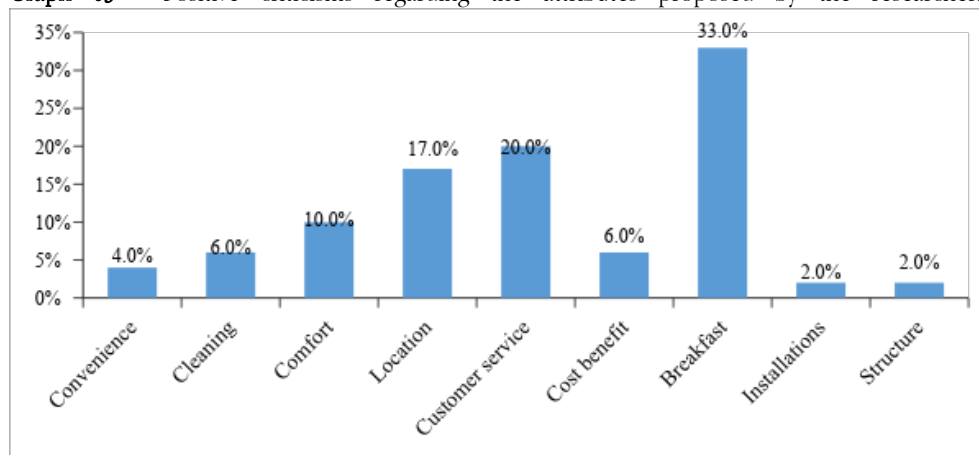
Source: Authors' research (2017).

The data in graph 03 shows that among the attributes mentioned by the respondents, breakfast presented a satisfaction index of 33%, while the positive perception regarding service represented 20% of the respondents. According to Dantas (2012), because it is an intangible good, as is the experience in hospitality services and the product of consumption
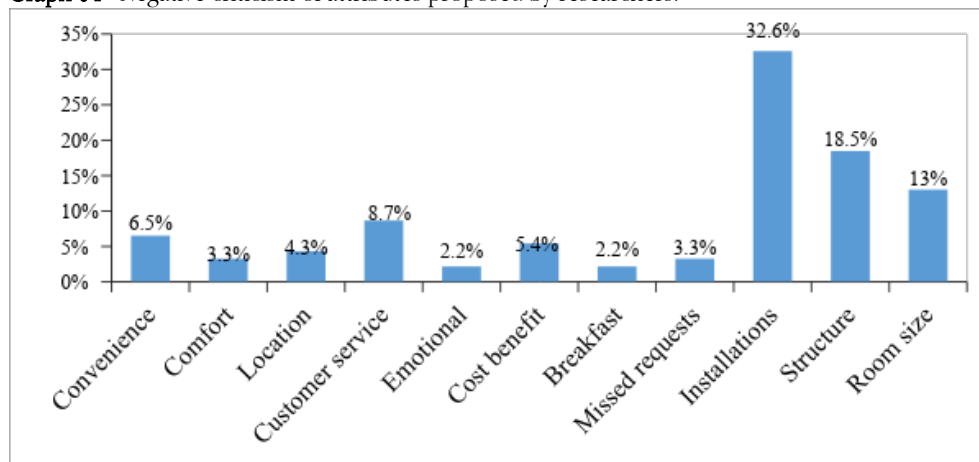
are the memories, the two mentioned attributes present themselves as a strong point of the hotel.

It was also possible to observe that 27% of the attributes recognized as positive of the hotel are related to comfort and location, which meets the establishment's proposal taking into account its characterization (Costa, 2008). Also, the attributes of the service rendering, some did not present an expressive percentage margin and are little reported in the research instrument, such as the 4% referring to convenience, 6% to cleaning and an equal percentage (6%) to cost-benefit.

It is observed that the positive perception in relation to the services provided by the hotel overcomes the percentage attributed to the physical aspects, since of the total of answers only 2% corresponded to the physical structure and 2% to the facilities, that is, the attributes related to the provision of services caught the attention of respondents when recording their experiences.

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Graph 04, below, shows the percentage of dissatisfaction of some clients in relation to the experience lived during the lodging. Of the twelve attributes proposed in Table 01, eleven were cited, but not as expressive as the positive mentions, totaling 89 negative mentions, about one third when compared to positive mentions.

Graph 04 - Negative criticism of attributes proposed by researchers.

Source: Authors' research (2017).

Brito, T. V. P.; Silva, M. F. & Silva, N. C. (2018). MANAGEMENT OF THE EXPERIENCE IN HOSPITALITY SERVICE: Analysis of the accommodation reviews of the Village Confort Hotel and Flat in Joao Pessoa – Paraiba – Brazil. *Applied Tourism*, 3(1), 89 -117.

From the results shown in Graph 04, it can be observed that the dissatisfactions reported in the complaints are unfavorable regarding the perception of the physical structure of the establishment: 32.6% of the complaints refer to the premises, while 18.5% are related to the structure overall of the hotel and 13% to the size of the room.

According to Candotte and Turgeon (1988), customer satisfaction can be measured against perceived good service, and such service quality attributes do not generate expectations, since they are expected to be satisfactory at all times, making it impossible to use them for stimulating satisfaction.

Given this scenario, the negative perception regarding the quality of services provided by the hotel will develop or increase its negative image, albeit in a few expressive numbers. As observed, 8.7% of respondents had negative impressions regarding employee attendance; 6.5% convenience; 3.3% to comfort; 3.3% to unanswered requests; 2.2% indicated their negative perception of well-being during their stay; and 2.2% had their frustrated expectation as to the idealized and expected breakfast.

It was also observed that 5.4% of the evaluated attributes are related to cost-benefit and 4.3% relative to the hotel's location. The research tool provides an interaction tool between the customer who experienced the service and the hotel establishment, allowing potential customers to assess publicly available criticism on the Internet.

For Branco, Ribeiro & Tinoco (2010), it is necessary to understand the perception of the customer regarding the quality of the service or product offered so that the expectations of this customer are met by the company. However, during an informal conversation with the general director and the executive manager, during the research, it was verified that both were unaware of the possibility of interaction between the establishment and the client, through the feedback of comments registered post-hosting in the sites of sale on the Internet.

For Barbosa et al. (2011), the positive perception regarding hotel management and administration contributes to the image and economic success of the establishment. In turn,

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figure 4, below, is presented, as an example, part of the questionnaire used to carry out this study.

It should be noted that, in the period when data from this study were collected in the Village Confort Hotel and Flat research tool, another establishment belonging to the Village Hotels Network, Ecco Hotel, used the same research tool to obtain feedback post-hosting, which shows that the management of complaints of this hotel chain does not follow a standard established by the executive management and that the manager of each unit of the network decides whether to use use this tool or not, which may cause distortions in the information registered in the client experience management reports, affecting possible corrective actions.

4.3 We do not have Hotels.com reviews for this hotel

This section presents the results of data collection of the attributes established by researchers in relation to the services [comfort, cleanliness, location, service, cost benefits, breakfast and requests] and the structure [room size, general structure and facilities] of the hotel and according to the comments recorded on the site (2017), highlighting that were registered 114 positive mentions in relation to the twelve attributes arranged and 27 negative references.

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The data in figure 05 below shows that the quality of the services provided is within the expected range: 18.5% of the mentioned attributes refer to employee attendance, being recognized as a quality attribute.

Graph 05 - Positive criticisms regarding the attributes proposed by the researchers.
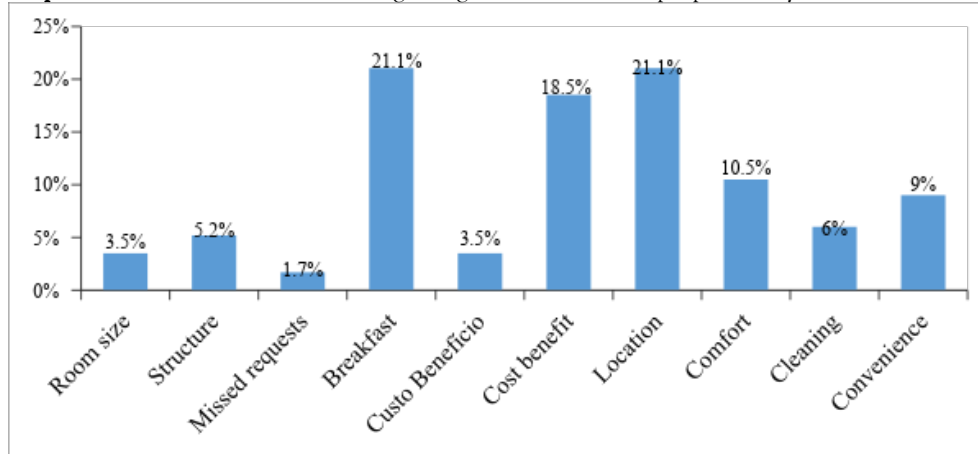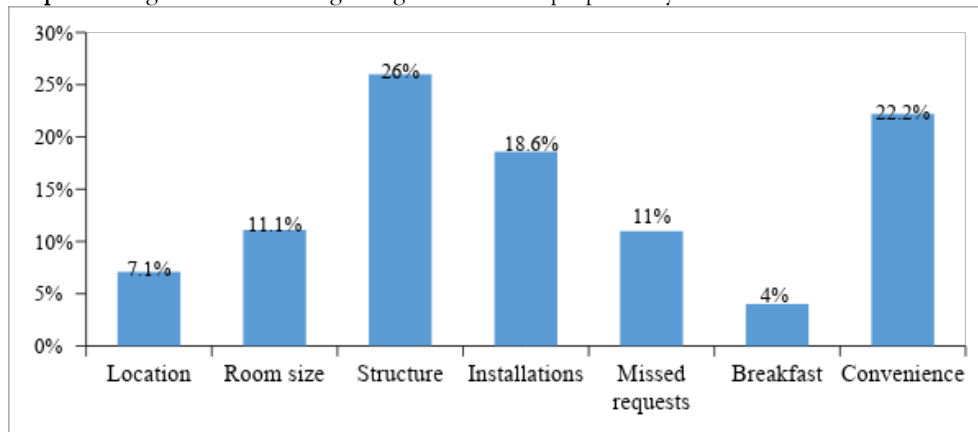

Source: Authors' research (2017).

Castelli (2016a) considers location as a strong point, as well as a primordial one in economic hotels, as is the case of the study establishment: 21.1% of the satisfaction records refer to the location attribute. The results also show that 21% of the records mentioned breakfast as a positive and satisfactory attribute; 10.5% comfort and 9% comfort. Only 6% are related to cleaning and 5.2% is linked to the positive perception of the physical structure of the establishment. The attributes, cost-benefit and room size repeated the same result (3.5%); the attribute requests answered, represented only 1.7%, being mildly expressive.

In graph 6 below, the data revealed that 26% of the respondents negatively evaluated the physical structure of the hotel and 18.6% of the facilities, presenting itself as a criterion that increases customer dissatisfaction with the product / service provided.

Graph 06 - Negative criticisms regarding the attributes proposed by the researchers.

Source: Authors' research (2017).

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Regarding the above aspects, it was observed during the in loco survey that some of the negative criticisms regarding structure and installations related to odors from the bathroom drains, the presence of mold and infiltrations, as well as leakage problems in the bathrooms and in the air-conditioning equipment. In conversation with the manager of the establishment, it was found that by registering this type of complaint, the hotel staff is instructed to exchange the apartment of the customer until the due repair is done, the apartment that presented a problem is blocked off.

Comparing the data of the graphs 05 and 06 its was possible to observe that the degree of dissatisfaction with the unanswered requests of the guests is greater than the degree of satisfaction. In comparison there is: 11% of an unsatisfactory result against 1.7% satisfactory. In 22.2% of the records, the convenience attribute also presents a value greater than the same item in graph 05 of positive reviews. On the other hand, the dissatisfaction with the breakfast attribute totaled 4% and the hotel location 7%, results well below those mentioned as a positive attribute in the previous chart.

4.4 Result of the analysis of the attributes mentioned in the evaluation questionnaires

This section presents the results obtained from the analysis of the evaluation questionnaires of the services of the Village Confort Hotel and Flat, applied with the guests who voluntarily participated in the research at the time of check-out. The questionnaires were prepared and arranged at the counter of the establishment without the interference of the researchers.

Considering the need to analyze all communication channels, the questionnaires made available at the hotel reception were also considered as data source. It was verified that the research instrument mentioned above is not often used by the Village Network hotels, when compared to the other analyzed channels, since in the three-month period of data collection only 23 questionnaires were answered.

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Graph 07 presented below shows the satisfaction of the clients in relation to the services offered by the hotel, with the comfort of the apartment being rated as 'excellent' by 56.5% of those surveyed, while 26.9% rated this attribute as 'good'.

Graph 07 - Customer satisfaction in relation to the hosting experience.
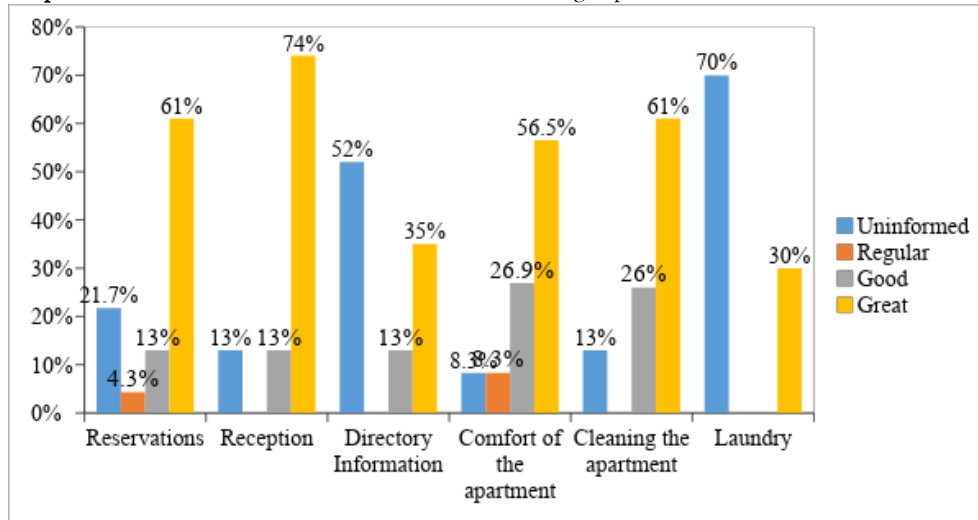
Source: Authors' research (2017).

It is also possible to observe that, the clients declared themselves quite satisfied not having a negative report of satisfaction with the provision of the service. Thus, according to the data in Graph 07, it was observed that: 74% of the respondents considered the reception service to be excellent; 13% evaluated as regular; and 13% did not report. These percentages strengthen the concept of quality perception advocated by Fitzsimmos & Fitzsimmos (2014).

The hotel also offers an outsourced laundry service, evaluated by 30% of the clients as excellent which shows to be a positive factor, it being worth noting that there was no negative review in relation to this attribute, however 70% did not inform or did not use the services.

Of the customers who used the reservation services, 61% attributed an 'excellent' concept and 13% 'good', 4.3% considered it 'regular', which is not an expressive margin. Those who did not express any opinion represented 21.7% of respondents.

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Those who rated as 'fair' or who did not comment on it showed similar results of 8.3%. The cleaning of the apartment presented only positive opinions being 61% 'excellent' and 26% 'good'. In 13% of the evaluative questionnaires there was no marked option for this item. Regarding directory information 52% did not report or did take note, 35% rated it as excellent and 13% as good.

The data in figure 8 below corresponds to customer satisfaction in relation to employee attendance and recorded three types of perceptions: excellent, good and not reported.

**Graph 08** - Degree of customer satisfaction in relation to employee attendance.

Source: Authors' research (2017).

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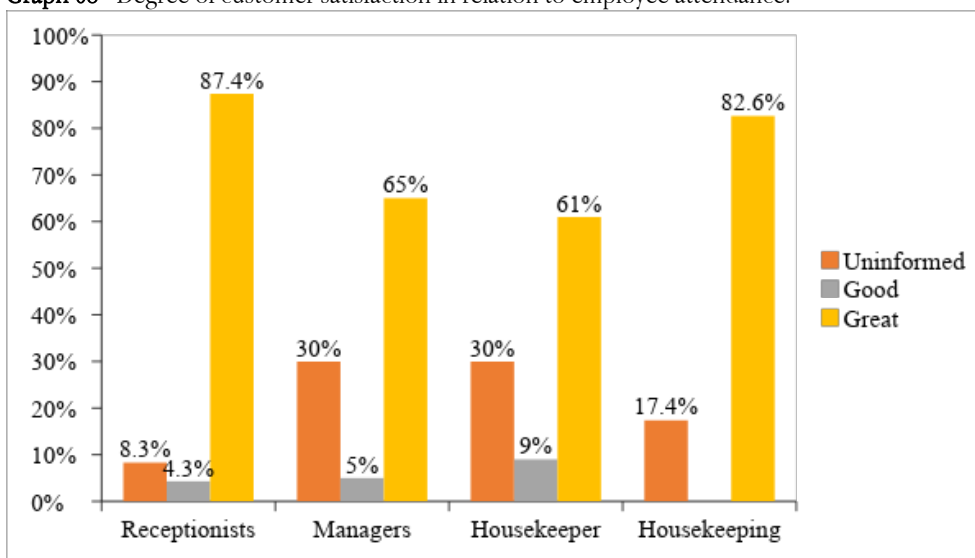
Options: Regular and weak, did not appear on the guest ratings. Following the order of perception from the highest to the lowest result, it was found that receptionists with 87.4% received the 'excellent' concept; followed by the maids with 82.6%; the manager with 65%; and the housekeeper with 61%.

The 'good' concept for the reception staff was quite low, since they corresponded to 4.3%; for the housekeeper 9%; for the manager 5%; and for the maids nothing was informed. Of the questionnaires answered, 60% did not report on the performance of the manager and the housekeeper; 17.4% the performance of the maid; and 8.3% of the receptionist. Graph 09, below, shows the satisfaction of customers with the quality and consumption of food and beverages inside the establishment.

Graph 09 - Customer satisfaction in relation to food and beverage consumption.
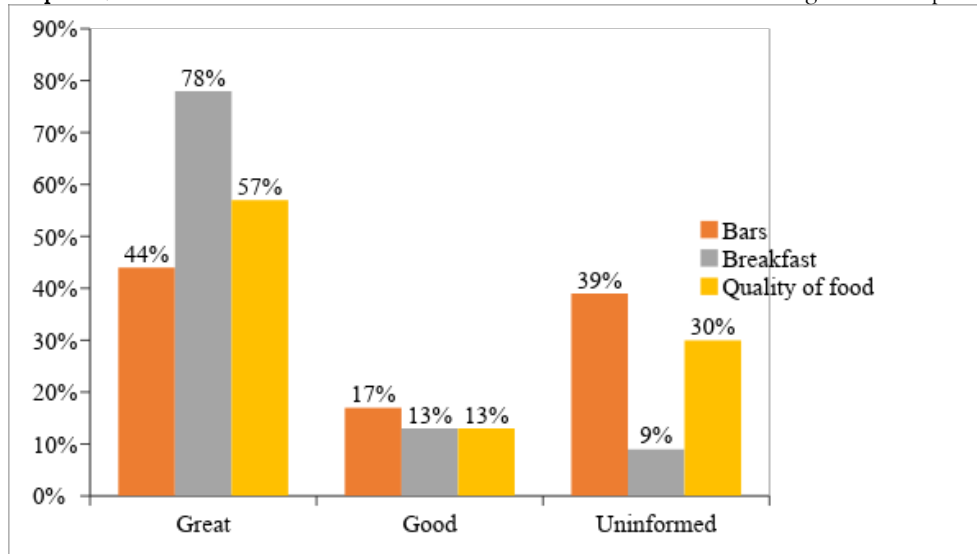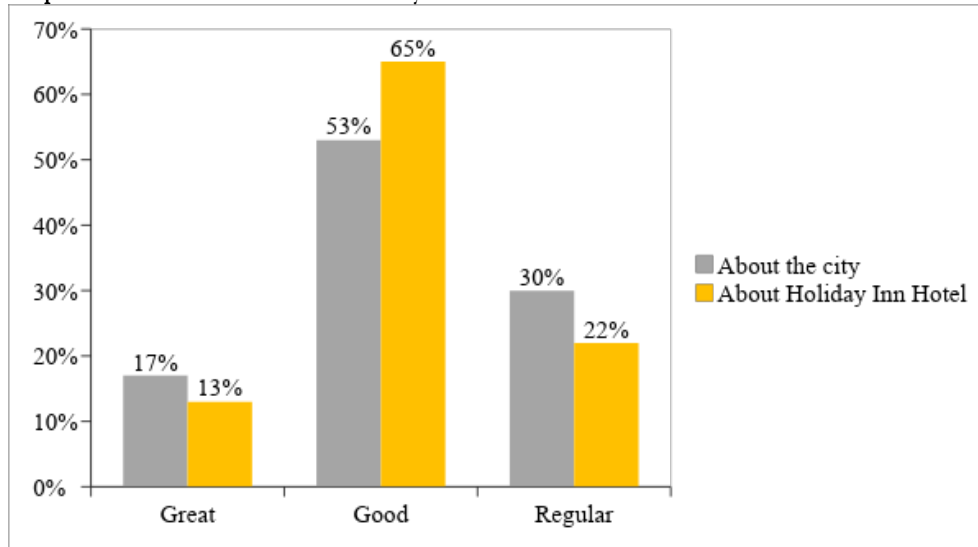

Source: Authors' research (2017).

From the questionnaires collected and analyzed, the attribute 'breakfast' was evaluated as 'excellent': 78% of the responses, compared to the concept of good with 13% and 9% who did not report. It is also inferred that, the quality of the food obtained 'excellent' evaluation with 57% and 'good' with 13%. The percentage of questionnaires that did not present answers to this attribute was 30%. The hotel bar was rated 'excellent' for 44% of respondents; 17% rated 'good'; and 39% claimed not to have made use of it or not reported.

The evaluation questionnaires also highlighted questions about the satisfaction of guests with the capital João Pessoa-PB and with the hotel, as shown in figure 10 below.

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Graph 10 - Customer satisfaction with city and hotel.

Source: Authors' research (2017).

Thus, according to figure 10, in the item on guest satisfaction with the city, 53% of respondents attributed the concept 'good'; 30% 'regular' and 17% 'excellent'. he perception of the hotel, the data revealed that 65% of the guests rated the hotel as 'good'; 22% as 'regular' and 13% as 'excellent'.

The research also sought to identify the motivations of those surveyed for their stay in João Pessoa: 74% claimed to be on tour; 13% on business; 8% did not report; and 4% came for both reasons.

In general, the results presented in the company's electronic feedback were significantly positive regarding the quality of the services, since 30.8% of the mentioned attributes refer to the good service of the employees; 27.6% for breakfast; 10.76% the structure of the hotel; 9,23% to comfort; 6.15% to the location; 4.6% to cleaning; the attributes related to convenience, facilities and well-being presented similar results only 3.1%; and, finally, 1.5% of the mentioned attributes were referring to satisfaction with the size of the room.

The attributes mentioned in the emails were also negative, with 44.4% of them referring to the facilities, 16.6% referring to the physical structure, similarly to the percentage of requests that were not met.

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Finally, it should be noted that the frequent contact with the executive managers of the establishment allowed the researchers to suggest and present their observations, as the research was developed, which resulted in the immediate adoption of the suggestions by the management, contributing significantly to the management and business intelligence.

5. FINAL CONSIDERATIONS

This study aimed to know the relationship of experience in hospitality services and the guidelines taken by the managers of the Village Confort Hotel and Flat from the comments (positive and / or negative) mentioned by the guests through the evaluation mechanisms of the services most used by this Hotel chain.

The results showed that the hotel presents a list of attributes and factors that positively impact on customer satisfaction in relation to the perception of the quality of service and product consumed during the period of stay of the guests, however, there is a series of recurrences in the complaints of clients and some cases seem to be out of control, such as the odor that exuded from the bathroom of the apartments.

It was also found that the hotel did not delegate responsibility for dealing with guest relations and complaints to a specific person, with claims management centered in the hands of the hotel's executive director and the manager. According to the director's report, in an informal conversation with the researchers, as complaints or compliments arise, he classifies them as unimportant, important and quite important, so some criticisms are not known to the staff.

Another point observed was that in the establishment researched, managers do not use the mechanisms of communication with the client [arranged in the research instrument], being the criticisms, positive or negative, to the establishment without an adequate feedback on the part of the management, being adopted only a standard response without considering the peculiarities of the observations made by customers.

However, this same mechanism is used by another establishment of the same network, under the same direction, which is configured as a problem, taking into account that the consumer can view the establishments that intend to stay and realize that only one establishment appears to be concerned about the consumer. A suggested solution to this

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problem would be the addition of a person who is responsible for identifying and communicating with clients, informing management so that appropriate action is taken in each case.

For the establishment, it is not enough just to identify and discuss the problems pointed out by the users of the Village Hotels Network: this would be only the first step towards improving the quality of services. It is essential that customer experience management be used as a guiding tool for corrective actions, especially when one takes into account the exponential dimension achieved by the use of social networks and sites that record the perceptions of consumers about their experiences, after all, the good and old resource of word of mouth, or marketing of reference, still configures like an important channel of communication between the companies and their clients/ consumers.

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