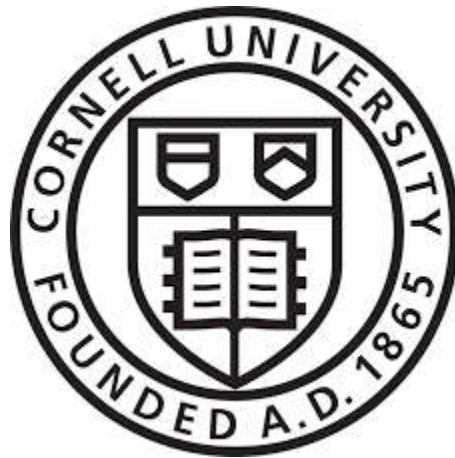# CHARACTERIZING GENERATION Z AND ITS IMPLICATIONS

TO BOOKING PRACTICES IN THE HOTEL INDUSTRY

SITARA KISHORE
CORNELL UNIVERSITY SCHOOL OF HOTEL ADMINISTRATION
MAY 2019

**Characterizing Generation Z and its Implications
to Booking Practices in the Hotel Industry**
by
Sitara Kishore

A thesis submitted in partial satisfaction of the requirements for the degree of
Bachelors of Science
in
Hotel Administration
in the
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of
Cornell University

Dr. Alex Susskind, Thesis Advisor
Spring 2019

**Characterizing Generation Z and its Implications
to Booking Practices in the Hotel Industry**

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By

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May 2019

ABSTRACT

Characterizing Generation Z and its Implications

to Booking Practices in the Hotel Industry

By

Sitara Kishore

Bachelors of Science

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In an evaluation of preceding research, this study explores the characterization of Generation Z and, through a carefully designed questionnaire, its impact on consumer booking practices to prepare the hotel industry to better adapt to the incoming generation of travelers. Informed by the literature evaluated, the survey asks questions to (1) characterize the travel behavior of each participant, (2) ascertain the relative importance of multiple identified factors to their booking decision, and (3) characterize their individual profile. The results of this study illustrate the importance of price to the booking decision, over location, brand, online ratings, and amenities, reinforcing a concept recently introduced to the hospitality industry as "affordable luxury".

AUTHOR'S BIOGRAPHY

Sitara Kishore, Cornell University, School of Hotel Administration, Class of 2019, strives to be a purposeful individual, bringing confidence, enthusiasm, and creativity to the workplace. She majors in Hotel Administration and minors in Real Estate.

Sitara has always loved the hospitality industry, particularly interested in the changes constantly being introduced to and adapted by the industry. She pursued this interest her sophomore year of High School competing in FCCLA's Hospitality, Tourism, and Recreation event, placing 2nd at the National Leadership Conference. Her research continues her exploration of the industry by evaluating the impact of an anticipated change in consumer behavior.

Sitara has served in multiple organizations at Cornell including the Cornell University Chorus, Cornell Real Estate Club, and Female Leaders in Hospitality. Her sophomore year, she joined Forté Campus at Cornell and served as their New Member Project Leader, a role designed to coach the class of 14 new members to build interpersonal skills through the execution of a group project. Sitara was later inducted into Ye Hosts in Fall 2018, providing the opportunity to begin her research in the Latin Honors Program. She additionally enjoyed giving back to the university by serving as a teaching assistant for Introduction to Finance, Managerial Finance, Managerial Accounting, Principles of Real Estate, and Persuasive Communications in the Hospitality Industry.

Sitara has had the opportunity to intern in New York City, learning property-level accounting, and Washington D.C., exploring real estate acquisition. She intends to continue her exploration of the investment space in debt financing, returning to work for Wells Fargo's Hospitality Finance Group after graduation.

DEDICATION

I've dedicated this research to

Dr. Susskind and My Family.

Thank you for your support, dedication, and encouragement.

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My experience at Cornell has been shaped by many incredible individuals. I'm eternally grateful for the role they have played, the advice they have given, and the support they have provided.

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Next, I'd like to thank Grace Yuan, Barbara Oramah, and Jessica Bai – thank you for being my number one cheerleaders on Cornell's campus. Each of you have shaped my undergraduate experience, making it the most unforgettable three years, and I'm excited to experience the lifetime ahead of us. Thank you for the support you have provided in this research process.

Finally, I would like to thank my family for their unconditional love, support, and prayer throughout my life. It's because of you – Mom, Dad, and Ryan – that I'm constantly encouraged, inspired, and motivated to be the best I can be – thank you.

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CHAPTER I: INTRODUCTION

In any industry, change is not only unavoidable, it's necessary.

Consumer research has been one method of explaining the shift in consumer behavior that drives change across industries and corporate strategy. In the evolution of strategy, there has been a shift from mass marketing in the 1960s to an emphasis on segmentation in the 1980s to an emphasis on customer loyalty in the 2010s. However, today's consumer research has found that in this period of digital-based competition and customer control, consumers make purchasing decisions based on a brand's *relevance* to their needs (Zealley, Wollan, and Bellin 2018). It's no longer a race to buy loyalty through rewards but to identify, understand, and target the consumer need.

In this study, identifying consumer needs is traced to understanding the consumer profile. In the hospitality industry, many brands are catered to a specific consumer profile: The Westin, a premium experience offering signature wellness amenities and programs to empower their guests well-being; Kimpton Hotels & Restaurants, a boutique brand by IHG known to be unique, bold, and playful; Tru by Hilton, a brand-new experience that's vibrant, affordable, and young-at-heart (The Westin, Kimpton Hotels & Restaurants, Tru by Hilton). However, there is an overarching consumer profile that can be attributed to each generation – a cohort-group that shares a sense of identity, reinforcing a common personality (Strauss and Howe, 48). In this study, research based on the generation theory – an explanation of behavioral changes across generations – is used to characterize Generation Z. Understanding Generation Z as a consumer can then prepare any industry to better adapt its strategy to be successful in the market. However, this study solely

explores the attitudinal implications of the incoming generation on booking practices in the hotel industry.

The purpose of this thesis is to contribute information to the industry to better anticipate the consumer needs of the incoming generation of travelers. Understanding the expected change in consumer profile could help players in the industry prepare to respond by developing a strategy, brand, or experience that targets the identified consumer need, shifting the conversation from Millennials to Generation Z.

This thesis is divided into six chapters. Following this introductory chapter, Chapter II reviews existing literature regarding the generational theory, its application to Generation Z, and its relevance to the hospitality industry, and then presents the hypothesis and research question. Chapter III details the research method including an explanation regarding the sample, procedures, and analysis measures. Next, Chapter IV presents the results that are then analyzed in Chapter V, sharing their implications, limitations, and ideas for future research. Finally, Chapter VI concludes the thesis summarizing the research and its conclusions.

CHAPTER II: LITERATURE REVIEW

Understanding the importance of the reconciliation between Generation Z and the lodging industry requires a greater understanding of (1) the theory that explain the characterization of Generation Z, (2) the theory's application to the story of Generation Z, and (3) the application's relevance to leaders in the lodging industry as it relates to booking decisions.

THE GENERATIONAL THEORY

In 1991, William Strauss and Neil Howe published the landmark text, *Generations: The History of the Future*, a narrative of the history of the United States through a succession of 18 generational biographies (Strauss and Howe, 8). The authors recognized that people failed to place their lives in civilization's larger, ongoing story. Instead, people believed history was irrelevant, contributing to an increase in the "today fixation" – a focus on the present, and a disregard for the past (Strauss and Howe, 11).

The New Narrative

Strauss and Howe hoped to provide an antidote to this growing attitude, by detailing a perspective on United States history unavailable in any standard textbook. They hoped readers would better understand their place in history to promote greater reciprocal understanding and mutual respect among unalike generations alive at the time (Strauss and Howe, 13).

Strauss and Howe's publication popularized the generational theory, a clear explanation of behavioral changes across generations. It asserts that important events and social changes in society affect the values, attitudes, beliefs, and inclinations of individuals. More importantly, the moments that unfold during childhood years largely shape cognitive development, contributing

to the understanding that (1) an individual's philosophy is largely shaped by the period in which they are born and (2) the ideas, sentiments, and values of members of the same cohort converge (Strauss and Howe, 17).

Theory Structure

Strauss and Howe's theory of generations is made up of (1) the generations approach and (2) the generational cycle. It's the combination of these two concepts that connects the age, the events, and the behavior of the same generation over time providing an understanding of how generations shape history (Strauss and Howe, 16).

The Generations Approach

Conceptually pioneered by Karl Mannheim, the generations approach proposes an "age-location" perspective on history, defined as an "…an age-determined participation in epochal events that occur during its lifecycle" (Strauss and Howe, 34). Central to this approach is the concept of a "cohort-group", a group of people born within a limited span of years; and a "generation", a cohort-group whose length approximately matches that of basic phase of life – childhood, midlife, adulthood, elderhood – a span defined as about twenty-two years (Strauss and Howe, 35).

Membership in a cohort group is involuntary, permanent, and applicable to an exact number of individuals. Members retain a common age location in history throughout their lives and because people are affected differently by events according to their age, common age location is what creates for a cohort-group a sense of collective identity, reinforcing a common personality (Strauss and Howe, 48).

Connecting age and events through the generation approach lends a better understanding of how events, experienced at younger ages, influence behavior at older ages. Strauss and Howe label these events as social moments, those that direct the evolution of cohort groups, and categorize them into either a secular crisis or a spiritual awakening.

> **SECULAR CRISIS** – externally triggered by economic or global crises, society focuses on reordering the outer world of institutions and public behavior (Strauss and Howe, 71).

> **SPIRITUAL AWAKENING** – internally triggered by political or social crises, society focuses on changing the inner world of values and private behavior (Strauss and Howe, 71).

Interestingly, Strauss and Howe point out that social moments do not occur at random. Instead, they normally arrive in regular intervals roughly separated by two phases of life – approximately 44 years – alternating in type between secular crises and spiritual awakenings. Categorized by age-location *and* social moments, they go on to define two broader types of generations – those that are dominant and those that are recessive.

> **DOMINANT** – generations entering rising adult-hood and elderhood during social moments (Strauss and Howe, 72).

> **RECESSIVE** – generations entering adolescence and midlife during social moments (Strauss and Howe, 73).

It's during social moments when people perceive that historic events are radically altering their social environment, and the point at which one is during their lifecycle determines the impact the social moment has on their attitude.

The Generational Cycle

Strauss and Howe's second component to the generational theory is the generational cycle, used to explain how generations shape history. In their study of 18 generational biographies, Strauss and Howe discovered that each generation could be categorized as one of four "peer personalities" – a set of collective behavioral traits and attitudes that expresses itself throughout a generation's lifecycle. More remarkably, these personalities, with only one exception, succeeded each other in a fixed order – a repeating pattern known as the "generational cycle" (Strauss and Howe, 8).

> **IDEALIST** – dominant, inner-fixated generation that grows up as increasingly indulged adolescents after a secular crisis; comes of age inspiring a spiritual awakening; fragments into narcissistic rising adults; cultivates principle as moralistic adults; and emerges as visionary elders guiding the next secular crisis (Strauss and Howe, 74).

> **REACTIVE** – a recessive generation grows up as under-protected and criticized youths during a spiritual awakening; matures into risk-taking, alienated rising adults; mellows into pragmatic mid-life leaders during a secular crisis; and maintains respect, but less influence, as reclusive elders (Strauss and Howe, 74).

> **CIVIC** – a dominant, outer-fixated generation grows up as increasingly protected youths after a spiritual awakening; comes of age overcoming a secular crisis; unites into a heroic and achieving cadre of rising adults; sustains that image while building institutions as powerful midlifers; and emerges as busy elders attacked by the next spiritual awakening (Strauss and Howe, 74).

ADAPTIVE – a recessive generation grows up as overprotected and suffocated youths during a secular crisis; matures into risk-averse, conformist rising adults; produces indecisive mid-life arbitrator-leaders during a spiritual awakening; and maintains influence, but less respect, as sensitive elders (Strauss and Howe, 74).

Generations in different phases of life can together trigger a social moment helping to shape and define history, and thereby, new generations.

The Constellation Era

Each peer personality, representing the larger collective traits of a generation, can then be layered in one of four ways, creating what Strauss and Howe call a "constellation eras" – the lineup of living generations ordered by phase of life. Constellations age, shifting through the lifecycle, but its order explains the mood that is determined by the unique combination of different generational types at each stage of life (Strauss and Howe, 75).

AWAKENING ERA – the Idealist generation comes of age triggering cultural creativity and the emergence of new ideals, as institutions built around old values are challenged by the emergence of a spiritual awakening (Strauss and Howe, 76).

INNER-DRIVEN ERA – the Reactive generation comes of age allowing individualism to flourish, new ideals are cultivated in separate camps, confidence in institutions declines, and secular problems are deferred (Strauss and Howe, 76).

CRISIS ERA – the Civic generation comes of age opening with growing collective unity in the face of perceived social peril and culminates in a secular crisis in which danger is overcome and one set of new ideals triumphs (Strauss and Howe, 76).

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OUTER-DRIVEN ERA – the Adaptive generation comes of age causing society to turn toward conformity and stability, triumphant ideals are secularized, and spiritual discontent is deferred (Strauss and Howe, 76).

The ongoing interplay of peer personalities gives history a dynamic quality, affecting how children are raised, how students are taught, and how leaders emerge – a recurring push and pull between generations that helps to understand the past and anticipate how the country may unfold in the future (Strauss and Howe, 33).

INTRODUCING GENERATION Z

Strauss and Howe's generational theory can be applied to better understand today's characterization of Generation Z, one that is also known as the iGeneration, Homeland Generation, and the Digital Natives (Levin 2019).

The New Adaptive Generation Z

In the last chapter of their 1991 publication, the authors defined the Millennial generation as a Civic generation, characterized as, "…an outer-fixated cohort-group, now united into a heroic and achieving cadre of rising adults, sustaining that image while building institutions as powerful midlifers" (Strauss and Howe, 74). Generation Z, born roughly between 1995 and 2010 for the sake of this study, is described in the text as the New Adaptive generation, succeeding the Millennial generation in the anticipated order of the generational cycle. Strauss and Howe's peer personality describes Generation Z as a recessive generation growing up as overprotected and suffocated youths during a secular crisis; maturing into risk-averse, conformist rising adults (Strauss and Howe, 74).

The Secular Crisis

Consistent with Strauss and Howe's study, Generation Z experienced a suffocated childhood having grown up during the Great Recession – the secular crisis that the two authors anticipated would shape their childhood, part of the larger Crisis Era when Millennials were coming of age, entering adulthood (Du and Millian 2019).

In 2008, the country experienced a period of general economic decline that began when the U.S housing markets collapsed. Mortgage-backed securities that had been marketed at unprecedented levels grossly declined in value, jeopardizing the solvency of over-leveraged banks and financial institutions in the U.S and Europe (Kenton 2018). In turn, the unemployment rate doubled, the housing market experienced unparalleled levels of foreclosures, all contributing to the increasing instability in the country. Households lost roughly $16 trillion in net worth as a result of the stock market crash, as the United States lost upwards of 7.5 million jobs, closed nearly 4 million homes, and shuttered over 2.5 million businesses (Kroft, et. al).

The New Adaptive Generation

During the shock of the Great Recession, Generation Z was no more than 13 years old, a highly developmental age during an individual's lifecycle. In a Harvard Medical School publication, research made clear that development during childhood is a highly interactive process, and an individual's outcomes are not determined solely by genes, a principle that also lies at the core of Strauss and Howe's generational theory (Center on the Developing Child).

In the face of significant stresses threatening family and caregiving environments, children are particularly known to be affected adversely (Center on the Developing Child). The Great Recession resulted in many workers directly affected by reduced earnings or forced unemployed, and indirectly affected by changed living arrangements or family life (Morgan,

Cumberworth, and Wimer 2012). Over 2.3 million children lost their home in the Great

Recession's foreclosure crisis, and up to 6 million more children grew up at risk of losing their

homes to foreclosure, contributing to a childhood raised in financial insecurity (Center on the

Developing Child). Now, as those children age and are beginning to enter the labor force, the

impact of the Great Recession on behavior ten years later is made clear, producing what Strauss

and Howe defined as risk-averse, cautious, conformist adults (Strauss and Howe, 74).

Consistent with Strauss and Howe's prediction of Generation Z's characterization is

today's research. Having experienced the Great Recession, Generation Z has known turbulence,

instability, and crisis (Adamy 2018). These characteristics have drastically shaped the growing

generation, one that current research describes as frugal, socially conscious, and increasingly

pragmatic, mirroring the articulated expectations of Strauss and Howe over 25 years ago (Dolot

2018; Du and Millian 2019).

GENERATION Z IN THE HOTEL INDUSTRY

Strauss and Howe's overarching analysis of generational theory and its application to

better understand the characterization Generation Z can be applied to any industry to better

understand the incoming set of leaders, managers, consumers, and travelers. However, narrowing

the implications of Generation Z's characterization to the hospitality industry alone, it's

important to understand how an already adaptable industry must shift the conversation from the

Millennial Generation to Generation Z.

The Lodging Industry

The lodging industry is one that has transformed in the past century. Smith Travel Research, a data benchmarking provider for the lodging industry reported over 17.5 million rooms that exist globally, representing over 190,000 properties (Smith Travel Research).

Originally, the industry simply offered, on a commercial basis, the provisions customarily accessible in households that are unavailable to travelers far from home. However, the industry has developed to provide more choice to the consumer, prioritizing the experience, bringing about the rise of chain scales, brands, and franchises – and the pipeline only continues to grow (Kendall College 2018). Competition is constantly being introduced around the globe, making it increasingly important to understand the needs of the guest – to remain *relevant* to the consumer (Zealley, Wollan, and Bellin 2018). This topic has been empirically explored in preceding research, and in these publications, authors explore the relative importance of selected factors to better understand the correlation of those that most inform a guests' booking decision.

Key Factors in Hotel Selection

In his 1984 publication, *The Basis of Hotel Selection*, Robert C. Lewis defines lodging choice as a reflection of guests' desired determinant attributes and their perception of a given hotel's ability to deliver those attributes. He explored the influence of determinant factors, those that go towards making a lodging decision, and salient factors, those that are prominent during the decision-making process, to the booking decision. He evaluated the importance of 66 factors to business and leisure travelers, having selected the factors by reviewing existing research, interviewing a select sample of travelers, and asking management staff at the participating properties to list the attributes they thought were important to guests. Guests were then asked to

complete the questionnaire, responding to 66 attribute questions set up as an interval-type response structure, on a scale of 1 to 5. He discovered that, in leisure traveling, the top determinant factors in lodging selection were (1) location, (2) price, and (3) level of service accommodations (Lewis 1984).

In 1998, a similar consumer research study was conducted to explore booking preferences across cultures that involved a questionnaire evaluating the influence of 20 variables that relate to the booking decision. The results of this study revealed importance attributed to price, reputation, and location, particularly by U.S. participants (McCleary et al.).

More recently, a study published by the Journal of Hospitality & Leisure Marketing explored the correlation between intangible and tangible cues to better understand factors that inform booking decisions in the lodging industry. Name familiarity, a factor not explicitly evaluated in the 1984 and 1998 publication was one that consumers found important related to their booking decision, likely attributed to the apparent increase in branding, franchising, and pipeline growth in the industry. Name familiarity, along with past experience, price, and location most contributed to the assessment of an individual property's impression on the consumer (Dolnicar and Otter 2003).

The Changing Industry

Interestingly, Lewis remarks in his 1984 study that, relative to a 1977 study of consumer pet peeves in the hospitality industry, it did appear that changes occurred in the satisfaction factors, underscoring that the consumer's perceived importance of attributes does not remain constant (Lewis 1984). This change in tourist behavior across generations has been researched in academic publications. In 2018, a research article published in the International Journal of

Tourism Research contributed to the understanding of tourists' behavior regarding online hotel booking intentions across generations of the recent Inner-Driven era: Generation Y, Generation X, Baby Boomers, and the Silent Generation (Confente and Vigolo 2018).

In the study, the authors applied the Theory of Reasoned Action model to understand variance in behavior across generations. Introduced by Martin Fishbein and Icek Ajzen in 1967, the TRA model asserts that behavioral intention is the primary determinant of behavior. Individuals evaluate the implications of the reasoned action before they decide to perform that action, and the behavioral intention is influenced by that individual's (1) social influences and (2) attitudes toward the action (Theory of Reasoned Action).

The Theory of Reasoned Action can then be reconciled to Strauss and Howe's understanding of generations – the idea that there exists a cyclical nature to the introduction of generations, and that each generation exhibits a unique, collective identity. Social influences and attitudes are thereby not homogenous across generations, resulting in unique behavioral tendencies attributed to each generation (Strauss and Howe, 49). The 2018 study produced results consistent to this concept, as the sample of 557 tourists revealed behavioral variance across cohorts regarding intention to book online. It was largely the level of online experience that influenced the inclination to book online, explaining why Millennials, a generation born into technology, are most inclined to book online relative to Baby Boomers and the Silent Generation, generations that had to adapt to technology (Confente and Vigolo 2018).

The point in the larger story of civilization at which a new generation is born heavily influences that generation's collective identity, a principle concept to the generational theory (Strauss and Howe, 50). In addition, as constellation eras are shifting, the dynamic across

generations alters, as a new generation reflects a unique set of collective behaviors, characteristics, and cognitive styles – modestly changing the market demographic of each industry approximately every 22 years (Strauss and Howe, 32). Each generation introduces a unique guest profile to the lodging industry and understanding the factors that greatly influence the booking decision enables a property, brand, or corporation to remain competitive in an ever-growing industry by adapting to respond to guest need (Zealley, Wollan, and Bellin 2018). Coupled alongside recent unmatched levels of technological innovation, and the lodging industry, beyond the study of online booking intentions, can expect to be implementing major change in guestroom structure, marketing strategy, and consumer experience.

Hypothesis

However, this study only attempts to provide preliminary research that explores a reconciliation between the attitudinal characterization of Generation Z and booking practices in the lodging industry, providing an anticipation of new considerations to be made to stay relevant to the consumer, as the industry prepares to welcome the next generation of travelers.

Consequently, according to preceding research, the selected factors that are evaluated in this study are (1) location, (2) price, (3) amenities, as a measure of level of service accommodation, (4) online ratings, as a measure of reputation, and (5) brand, as a measure of name familiarity.

Understanding the characterization of Generation Z as risk-averse, cautious, pragmatic adults, the following hypothesis is proposed:

H1: Gen Z's primary motivating factor in booking a room is price.

Research Question

Understanding the importance of the cohort theory, its application to the characterization of Generation Z, and the adaptability of the hospitality industry establishes the purposes of this study – to better understand the implications Generation Z's attitudes have on booking practices in the hospitality industry. Consequently, the following research question is developed:

RQ1: what implications does Generation Z's attitudinal characterization have on booking practices in the hotel industry?

CHAPTER III: METHODOLOGY

Through a carefully designed survey, this study attempts to reconcile the availability of information regarding Generation Z to hotel booking practices, preparing the industry to adapt to the incoming generation of travelers.

SAMPLE

Research today delineates Generation Z as born as early as 1995 and as late as 2015 (Dimock 2019). Having defined Generation Z as born between 1995 and 2010 for the sake of this research, the survey evaluates the eldest cohort subgroup of Generation Z aged 18 to 23 – the individuals closest to independently entering the travel industry.

Completed surveys amounted to 352 responses at the end of the collection period. However, 46 responses were marked incomplete, bringing the final sample down to 306 responses to be reviewed. The final sample (N=306) included 106 (35%) men and 194 (63%) women between the ages of 18 and 23 years (M = 20.72, SD = 1.08), representing over 38 schools across the country. Given that the student population at Cornell University was most accessible during the collection period, approximately 78% of respondents represented said community. However, the university, although a higher standard of education, prides itself on a diverse student population across all demographics, providing a strong sample to represent Generation Z.

PROCEDURES

Having reviewed the top factors that influence booking decisions in the industry, the research instrument, the questionnaire, comprised of 26 questions (see Appendix A). Survey participants began the survey by providing consent, moving forward to the 18 of the 26 questions

that evaluated the importance of the following five factors to each individual's booking decisions (1) brand, (2) price, (3) location, (4) amenities, and (5) online ratings. The additional 8 questions captured demographic information regarding the participant to better analyze the responses.

Name Familiarity – Measured by Brand

In a measure of brand's importance to the booking decision, survey participants were asked to select, if applicable, their brand preferences according to the six chain scales as defined by Smith Travel Research – Luxury, Upper Upscale, Upscale, Upper Midscale, Midscale, Economy (see Appendix B).

Price

In a measure of price's importance to the booking decision, survey participants were asked to select the upper-bound to a budgeted room-night at a property in an urban and rural destination to better understand their individual flexibility in pricing across markets.

Location

In an evaluation of location's importance to the booking decision, survey participants were asked their willingness to travel to key attractions in an urban and rural setting, measured by travel time in minutes.

Level of Service Accommodation – Measured by Amenities

In a measure of amenities' importance to the booking decisions, survey participants were asked to evaluate the importance of ten amenities across a scale from Not Important to Extremely Important. The following amenities were selected after careful review of the top amenities most relevant to guests (Dev et al. 2018) –

1	Complimentary Wi-Fi
2	Fitness Center
3	Hotel Restaurant
4	Complimentary Breakfast
5	Swimming Pool
6	Room Service
7	Spa
8	Parking
9	24-Hour Front Desk Service
10	Hotel Bar

Table I: Amenities Evaluated

Participants were also provided an Inapplicable option if the amenity was not relevant to the booking decision.

Reputation – Measured by Online Ratings

In a measure of reputation's importance to the booking decision, survey participants were asked to indicate their threshold for online ratings on a 5-star scale when researching a prospective property.

Key Question

Designed to have survey participants evaluate their tendencies in booking practices, the questionnaire asks 17 questions related to the listed factors. Once the participants have completed these questions, they are then asked to rank the factors evaluated in order of importance from most important at top to least important at bottom.

ANALYSES

In the analysis, the travel profile of the sample is defined using the questions relating to travel frequency, accommodation usage, and accommodation preference. Each factor is then evaluated individually using summary statistics to better understand the importance of brand, price, location, online rating, and amenities to the sample's booking decision. Finally, a general

linear model analysis is used to identify, characterize, and understand the relationship between the demographic background of the sample and the ranking of the identified key factors that influence booking decisions.

CHAPTER IV: RESULTS

In the analysis, summary statistics were used to evaluate the breakdown of information provided regarding each factor. Careful evaluation of the individual factor data was followed by a more sophisticated analysis of the influence of demographic factors in the ranking of price, location, brand, online rating, and amenities' importance to booking practices.

TRAVEL PROFILE

Instead of asking questions purely related to the factors being evaluated, participants answered questions regarding their travel tendencies, to get a better idea of the travel profile of the sample.

On average, participants travel leisurely on 4.56 occasions in a year, staying, on average, 11.35 nights at a hotel. Survey results additionally revealed that in a ranking of Hotel, Airbnb, Homestay, Resorts, Boutiques, Hostel, Motel, and Lodges, the Hotel is most often booked and most preferred by the sample, as illustrated in Table I.

Most Often Booked	Most Preferred to Book
Hotel	Hotel
Airbnb	Resorts
Resorts	Airbnb
Homestay	Boutiques
Boutiques	Homestay
Hostel	Lodges
Motel	Hostel
Lodges	Motel

Table II: Comparison of Booking Habit and Preference

Understanding the travel profile of the sample provides a better understanding of the responses to the questions related to the factors being evaluated.

DESCRIPTIVE STATISTICS

Brand

In evaluating brand, participants were asked if they were members of any loyalty programs, and the distribution reflected high membership counts for Marriott (including the Starwood portfolio) and Hilton.

Brand	Membership Count
Marriott International + Starwood	94
Hilton	61
IHG	28
Hyatt Hotels	21
Choice Hotels	8
Wyndham Worldwide	9
Accor Hotels	5

Table III: Brand Memberships

Participants were then asked to indicate preference for brands across the classifications defined by Smith Travel Research – luxury, upper upscale, upscale, upper midscale, midscale, and economy. The top 5 brands across each classification is displayed in Table III.

	Brand	Preference Count
Luxury	Four Seasons	54
	Ritz-Carlton	49
	JW Marriott	30
	W Hotel	21
	Grand Hyatt	15
Upper Upscale	Marriott	58
	Hilton	36
	Hyatt	33
	Westin	32
	Autograph Collection	16
Upscale	Hilton Garden Inn	35
	Courtyard	29
	DoubleTree	26
	AC Hotels by Marriott	14
	Disney Hotels	14
Upper	Holiday Inn	49
	Holiday Inn Express	24

	DoubleTree Club	18
	Best Western Plus	17
	MOXY	15
Midscale	Best Western	35
	Tru by Hilton	14
	La Quinta Inns & Suites	13
	Quality Inn	5
	ibis Styles	4
Economy	Days Inn	20
	Econo Lodge	6
	Howard Johnson	4
	Motel 6	4
	Budget Host	3

Table IV: Brand Preference Count

Price

Survey participants indicated their threshold for per-night pricing of a room in an urban and rural area. In an urban area, the mean per-night price threshold is $235. However, a standard deviation of $202 indicates a large range of price thresholds across the sample. In a rural area, the mean per-night price threshold is $124, half of the urban threshold, but again a large standard deviation of $87.95.

Location

Survey participants indicated their threshold for travel time to key attractions in an urban and rural area. In an urban area, the mean distance threshold from key attractions, measured by travel time, is 18.04 minutes, and a standard deviation of 10.32 minutes. Only slightly above is the mean distance threshold from key attractions in rural areas, 21.67 minutes, and a standard deviation of 10.77 minutes.

Online Ratings

Survey participants indicated their threshold for the online rating of a hotel before making a booking decision. The mean online rating is a relatively high threshold at 3.85 out of 5 rating, influenced by the large majority that selected a 4.0 threshold (56.2%) and a 3.5 threshold (20.6%). In addition, a minority selected a 4.5 threshold (10.1%), 3.0 threshold (9.5%), and no threshold (3.59%).

Amenities

Survey participants ranked a list of ten popular amenities from Extremely Important to Not Important. In the analysis, each level of importance was assigned a numerical value – Inapplicable (1), Not Important (2), Slightly Important (3), Moderately Important (4), Very Important (5), Extremely Important (6) – and then calculated the sum product, resulting in the following matrix:

	Internet	Gym	Restaurant	Breakfast	Pool	Service	Spa	Parking	FD	Bar
EXTREMELY (6)	221	34	22	45	18	23	9	90	84	25
VERY (5)	66	44	39	73	25	37	18	74	78	30
MODERATELY (4)	13	80	72	98	72	52	40	62	63	60
SLIGHTLY (3)	4	45	65	48	60	43	50	32	44	55
NOT (2)	0	97	103	39	122	142	177	43	34	118
INAPPLICABLE (1)	2	4	4	3	7	8	10	4	2	17
SUMPRODUCT	**1722**	**1077**	**1016**	**1252**	**952**	**952**	**818**	**1344**	**1348**	**958**

Table V: Service Quality Matrix

Based on the results of the empirical analysis, the amenities are then ranked in the subsequent order:

1	Complimentary Wi-Fi
2	24-Hour Front Desk Service
3	Parking
4	Complimentary Breakfast
5	Fitness Center
6	Hotel Restaurant
7	Hotel Bar
8	Swimming Pool

9	Room Service
10	Spa

Table VI: Consumer Amenity Preference

Key Question

Ultimately, participants were asked to rank the importance of the five factors evaluated in order from most important to least important.

1	Price
2	Location
3	Online Rating
4	Brand
5	Amenities

Table VII: Key Factor Ranking

MULTIVARIATE GENERAL LINEAR MODEL ANALYSIS

In the multivariate general linear model analysis, the ranking of price, location, brand, online ratings, and amenities (dependent variables) is controlled for the influence of three reported socio-demographic variables across the sample – age, gender, and academic affiliation. However, because age determined the individual's qualification to be considered in the evaluation, it was not needed as a control variable in the model. Instead, age was added as a covariant, but as expected, proved to be insignificant in the multivariate model. The influence of gender and, particularly, academic affiliation is explored in greater detail because the sample is composed largely of students attending Cornell University (N-236, 78%), and specifically the School of Hotel Administration (N=138, 45%). This is done by controlling for gender and academic affiliation as fixed effects in the model in relation to the respondents' concurrent ranking of the dependent variables: price, location, brand, online rating, and amenities.

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Multivariate Test

The results of the Multivariate Test are captured in Table VIII. The tests revealed that both age and gender were not significant influences in the model. However, a statistically significant effect was uncovered for the influence of academic affiliation in the ranking of price, location, brand, online rating, and amenities.

Factor	Results	Wilk's Lambda	Significance
Age	$(F[4] = 1.42, p = 0.23)$	0.979	NOT Statistically Significant
Gender	$(F[4] = 0.336, p = 0.85)$	0.995	NOT Statistically Significant
School	$(F[28] = 1.74, p = 0.01)$	0.838	Statistically Significant

Table VIII: Results of Multivariate Test

Gender

Noted in Table VIII above, the Multivariate Test revealed no statistically significant difference in the ranking based on gender, $(F[4, 271] = 0.336, p > 0.05$, Wilk's Lambda $= 0.995)$, therefore, no additional analyses were conducted to examine the influence of gender in the model.

Academic Affiliation

The Multivariate Test additionally revealed a statistically significant difference in the ranking based on academic background, $(F[28, 978.53] = 1.75, p < 0.05$, Wilk's Lambda $= 0.838)$. The significance, uncovered in the multivariate test, is then examined in greater detail by evaluating the between-subjects effects.

Test of Between-Subject Effects

Based on academic affiliation alone, the Test of Between-Subjects Effects revealed no statistically significant effects in the ranking of Price ($p = 0.11$, ranked 1/5) and Amenities ($p = 0.56$, ranked 5/5). However, the rankings of Location ($p = 0.02$, ranked 2/5), Brand ($p = 0.01$, ranked 4/5), and Online Rating ($p = 0.03$, ranked 3/5) were statistically different across the eight Cornell University affiliations, as captured in Table IX.

Rank	Factor	Results	Significance
1	Price	(F[7] = 1.71, p = 0.11)	NOT Statistically Significant
2	Location	(F[7] = 2.53, p = 0.02)	Statistically Significant
3	Brand	(F[7] = 2.56, p = 0.01)	Statistically Significant
4	Online Ratings	(F[7] = 2.27, p = 0.03)	Statistically Significant
5	Amenities	(F[7] = 0.83, p =0.56)	NOT Statistically Significant

Table IX: Test of Between-Subject Effects

Duncan's Multiple Range Test

Next, to determine the root of the specific significant effects of academic affiliation on Brand, Location, and Online Rating, Duncan's Multiple Range Test was applied to the data. However, although the Test of Between-Subject Effects revealed a significant effect for academic affiliation in the model, the Duncan post-hoc revealed no statistically significant effect for Brand at the $p < 0.05$ level ($p = 0.07$), most likely due to uneven cell sizes in the analyses. The Duncan post-hoc analyses did reveal that the statistically significant effects across the respondents' rankings of Location and Online Rating were due to the academic affiliations across the colleges within Cornell University; the effects were not present across the respondents from universities outside of Cornell.

In the ranking of Location, the mean score across academic affiliation ranged as low as 1.75, representing respondents reporting a greater importance towards the booking decision, and as high as 2.67, representing respondents reporting a lesser importance towards the booking decision. Duncan's Multiple Range Test revealed that location ratings appear slightly more important to students in the College of Agriculture & Life Sciences ($\bar{x} = 1.75$), as opposed to students in the College of Human Ecology ($\bar{x} = 2.56$) and The Dyson School ($\bar{x} = 2.67$), as captured in Table XI.

		Subset	
School	**N**	**1**	**2**
College of Agriculture & Life Sciences	12	1.75	
College of Engineering	19	1.95	1.95
School of Hotel Administration	138	2.03	2.03
Non-Cornell Participants	67	2.31	2.31
College of Arts & Sciences	23	2.35	2.35
Industrial and Labor Relations	8	2.38	2.38
College of Human Ecology	16		2.56
The Dyson School	6		2.67

Table XI: Location Duncan

In the ranking of Online Ratings, the mean score across academic affiliation ranged as low as 2.33, representing respondents reporting a greater importance towards the booking decision, and as high as 3.52, representing respondents reporting a lesser importance towards the booking decision. Duncan's Multiple Range Test revealed that online ratings appear slightly more important to students in the Dyson School ($\bar{x} = 2.33$), as opposed to students in the College

of Engineering ($\bar{x}$ = 3.37), College of Agriculture & Life Sciences ($\bar{x}$ = 3.50), and School of

Hotel Administration ($\bar{x}$ = 3.52), as captured in Table XII.

		Subset	
School	**N**	**1**	**2**
The Dyson School	6	2.33	
College of Human Ecology	16	2.75	2.75
College of Arts & Sciences	23	2.83	2.83
Industrial and Labor Relations	8	2.88	2.88
Non-Cornell Participants	67	2.94	2.94
College of Engineering	19		3.37
College of Agriculture & Life Sciences	12		3.50
School of Hotel Administration	138		3.52

Table XII: Online Ratings Duncan

Statistically significant effects exist across the ranking of Location and Online Ratings,

but Duncan's Multiple Range Test illustrates an inconsistency in the effect across the 38

universities represented in the sample; the statistically significant effect only existed across the

seven Cornell University colleges that are represented in the sample. Ultimately, the general

linear model analysis confirmed that no statistically significant effect across the ranking of price,

location, online ratings, brand, and amenities existed between participants enrolled at Cornell

University and participants not enrolled at Cornell University, reinforcing that the

characterization, and subsequent preference regarding booking practices, of Generation Z exists

consistently beyond the influence of academic affiliation.

CHAPTER V: DISCUSSION

This study applied an understanding of the Generations Theory, developed by William Strauss, to better understand the characterization of Generation Z. It then reconciled the limited availability of information regarding a growing Generation Z, anticipating its impact on booking practices in the hotel industry. Collecting and analyzing data from 306 individuals that belong to Generation Z, the study revealed the ranked importance of price, location, online rating, brand, and amenities to the booking decision.

Results support the hypothesis that, based on the characterization of Generation Z as cost-conscious, risk-averse, and increasingly pragmatic, price is the primary motivating factor in booking a room. In addition, the general linear model analysis of the ranking that explored the results beyond the descriptive statistics revealed no statistically significant difference across demographic background in the ranking of price (ranked 1/5) and amenities (ranked 5/5). The consistency across the ranking of these two factors suggests an increasing importance of value to the guest – a concept recently introduced to the industry as "affordable luxury"

Implications

Based on the results of this survey, the "affordable luxury" concept should be increasingly integrated into the hospitality industry, as respondents ranked the identified factors by (1) Price, (2) Location, (3) Online Ratings, (4) Brand, and (5) Amenities. Granted, price was selected the most important factor in booking decisions, but not at the expense of quality, as measured by the importance of online ratings. Over 60% of respondents indicated above a 4.0 property threshold regarding online ratings, suggesting a relatively high expectation for quality. The three key factors in booking decisions – price, location, and quality of accommodation, as

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measured by high online rating thresholds – should, therefore, be balanced to successfully attract guest reservations.

The study additionally revealed that amenities don't carry the same level of importance in booking decision as price, location, online ratings, and brand. The ranking of 10 popular amenities suggested that traditional services, such as a bar (ranked 7/10), swimming pool (ranked 8/10), room service (ranked 9/10), and spa (ranked 10/10), no longer appear as necessary to the guest profile or as critical to the booking decision.

The successful combination of affordable price, desirable location, and great reputation that places less importance on brand and traditional services is exceptionally modeled in Ian Schrager's Public Hotel (Williams 2017). Originally, Public opened in Chicago, but Schrager sold the property to move the concept to New York City in 2017. Eliminating superfluous touches that often accompany the industry's traditional model, Public boasts a minimalist concept that directly responds to identified guest needs – a concept Schrager called "luxury for all" (Public Hotels).

The concept has also been adopted by global brands, including citizenM and Tru by Hilton. In 2008, citizenM introduced the "affordable luxury" concept in Europe, opening its 230-room hotel in Amsterdam. Based on an understanding of a changing guest profile, the brand connects to today's global traveler, one that has a growing appreciation of both luxury and value (CitizenM). In 2016, Hilton launched its take on the concept introducing Tru by Hilton, a "vibrant, affordable, and young-at-heart" hotel experience, clearly targeting the Millennial demographic (Tru by Hilton). This study reinforces the importance of this concept, especially as the conversation is soon to shift from the Millennials to the incoming generation of travelers, Generation Z.

Limitations

This study's findings increase the knowledge of guest preferences of the incoming generation of travelers. However, several limitations regarding the sample and the survey should be noted.

The study used a relatively small sample size of 306 participants comprised of 236 Cornell University students (78%) and 70 non-Cornell students (22%). Of the 236 Cornell University students, 147 students (62%) are enrolled in the Hotel School, influencing the relative importance of the identified factors as revealed in the sophisticated analysis of the ranking results. In addition, for the sake of this study, Generation Z has been defined as those born between the years 1995 and 2010. However, only the subset of Generation Z most ready to independently enter the travel industry, aged 18 to 23, completed the survey to inform the results of this study. In another nine years, the last of Generation Z turns 18, and reevaluating a larger sample across age could reveal a change in the results.

Secondly, this study only recognizes leisure travel across U.S brands, as listed by Smith Travel Research (see Appendix B). Future research could study the global implications of Generation Z's characterization on booking practices, to see if the same results hold across international markets. The study can be expanded beyond international markets to also evaluate the implications on business or group travel, if any exist.

This study additionally only asked participants to identify their academic background, gender, and age. However, asking to identify race, income, or a measure of socioeconomic status could have revealed additional influential factors that impacted the ultimate ranking of price, location, online ratings, brand, and amenities.

Finally, the prior research that evaluated the key factors in hotel selection conducted surveys that evaluated the importance of many factors beyond price, location, online ratings, brand, and amenities. This study selected to explore the influence of the identified factors by designing a survey that revealed guest preferences beyond an interval-type response structured survey. However, designing a survey utilizing a Likert-scale approach could have evaluated the importance of factors beyond those explored in this survey, providing insight on additional factors that impact booking decisions.

Future Research

Future research can address the limitations of this study by collecting survey responses from a larger sample that captures input from many demographic backgrounds. The results could be increasingly informative if a study is conducted after 2028, once the entirety of Generation Z is at least 18 years of age and more likely to travel independently. In addition, future research can evaluate the influence of demographic factors that are not explored in this study.

This study selected to evaluate the implications of the characterization of Generation Z to booking practices in the hospitality industry. However, the basis of this study can be applied across the industry to evaluate changes in guest preferences in the restaurant, airline, or any segment of the travel industry. The Generation Theory, established by William Straus in 1991, makes clear that change across generations is inevitable, but it can be anticipated based on the cyclical structure that has been observed over the last 200 years. Understanding the inherent changes in consumer profiles can better prepare the industry to adapt accordingly, and this study is designed to enable that understanding.

CHAPTER VI: CONCLUSION

The results of this study reinforce a concept recently introduced to the hospitality industry as "affordable luxury". In an industry entirely evolved around the guest profile, it's critical that players align strategies to meet guest needs – to remain relevant to the consumer. By understanding the characterization of Generation Z as frugal, socially conscious, and increasingly pragmatic, based on the cyclical nature of generations, this study provides an opportunity to the industry to respond the needs of the incoming set of travelers – affordable price, desirable location, and high quality.

This study has evaluated a subset of Generation Z, expected to come of age by 2028. Future research can explore the implications of Generation Z's characterization on booking practices in the hospitality industry once the last of the cohort has reached an age to independently travel, evaluating demographic impact beyond academic background, age, and gender; exploring preferences beyond those in leisure travel; and studying the implications beyond U.S markets.

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Consent Form

Dear Survey Participant:

I am conducting a study to examine the implications of Generation Z's attitudes on hotel booking practices. I am interested in learning about the importance of price, location, brand, online ratings, and amenities to your booking decision.

The survey is designed so you can complete it quickly and easily. It should take you no longer than 10 minutes to thoughtfully complete the entire questionnaire. In addition, all of the information you provide to us will be held in the strictest of confidence. Do not place your name or any identifying information anywhere on the questionnaire. In completing and submitting this survey, you agree to participate in this project.

Your assistance with this project is genuinely appreciated. This is not a test. There are no right or wrong answers and you may choose to answer all or none of the questions presented to you. However, your honest and complete responses are very important to ensure that the information collected accurately represents your true opinions and perceptions. Again, we thank you for your help with this study.

Should you have any questions or concerns regarding this study feel free to contact the researcher Sitara Kishore (email: sk2498@cornell.edu or telephone: 908.894.3543).
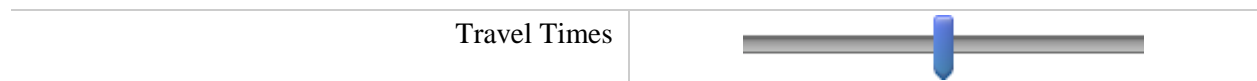
Sincerely,

Sitara Kishore
Cornell University '19

I understand that by clicking NEXT, I agree to complete the survey.

Questionnaire

Q1 On average, how many times a year do you travel for leisure purposes?

	0	5	10	15	20	25
Travel Times						

Q2 On average, how many nights a year do you spend at a **hotel** for leisure travel?

0 10 20 30 40 50 60 70 80 90 100

Hotel Nights	

Q3 If you're traveling, which of the following do you **most often** choose as accommodation? Select all that apply, and please rank in order of usage.

___ HOTEL

___ AIRBNB

___ HOSTEL

___ MOTEL

___ HOMESTAY

___ BOUTIQUES

___ LODGES

___ RESORTS

Q4 If you're traveling, which of the following do you **most prefer** choose as accommodation? Select all that apply, and please rank in order of preference.

___ HOTEL

___ AIRBNB

___ HOSTEL

___ MOTEL

___ HOMESTAY

___ BOUTIQUES

___ LODGES

___ RESORTS

Q5 Do you have a membership with any of the following brands' loyalty programs? Check all that apply.

- Marriott International + Starwood
- Hilton
- Hyatt Hotels
- IHG
- Choice Hotels
- Wyndham Worldwide
- Accor Hotels

- Independent Hotels
- None of the Above

Q6 Specify your **preferred Luxury brand(s)** of choice. If no preference, please select "No Preference".

- No Preference
- 21c Museum Hotel

Q7 Specify your **preferred Upper Upscale brand(s)** of choice. If no preference, please select "No Preference".

Q8 Specify your **preferred Upscale brand(s)** of choice. If no preference, please select "No Preference".

Q9 Specify your **preferred Upper Midscale brand(s)** of choice. If no preference, please select "No Preference".

Q10 Specify your **preferred Midscale brand(s)** of choice. If no preference, please select "No Preference".

Q11 Specify your **preferred Economy brand(s)** of choice. If no preference, please select "No Preference".

Q12 If you're booking a stay at a hotel, where do you prefer to make the reservation?

- Hotel Website
- Online Travel Agency (i.e. Expedia, Booking.com, Hotels.com)
- Phone Call
- Other: _____

Q13 Imagine you are going to spend a weekend (Friday through Sunday) in a major U.S. city (i.e. New York City, Los Angeles, Chicago) - what would be your average **per-night** budget when booking a hotel?

0   200 400 600 800 1000 1200 1400 1600 1800 2000

Budget in USD ()	
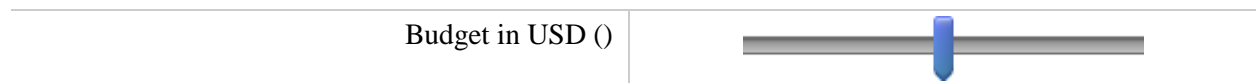
Q14 Imagine you are going to spend a weekend (Friday through Sunday) in a smaller city (i.e. Ithaca, NY; Syracuse, NY) - what would be your average **per-night** budget when booking a hotel?

0   100 200 300 400 500 600 700 800 900 1000

Budget in USD ()	─────────┃─────────
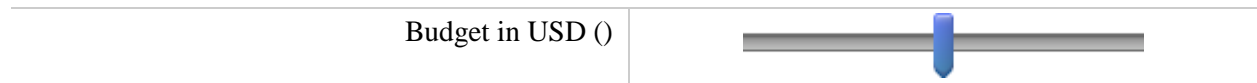
Q15 How far would you be willing to be from key attractions when booking a hotel in an urban area?

0   5   10   15   20   25   30   35   40   45   50   55   60

Travel Time (Minutes) ()	─────────┃─────────

Q16 How far would you be willing to be from key attractions when booking a hotel in a suburban or rural area?

0   5   10   15   20   25   30   35   40   45   50   55   60

Travel Time (Minutes) ()	─────────┃─────────

Q17 How important are online ratings to you when booking travel accommodations?

- Extremely important
- Very importance
- Moderately important
- Slightly important
- Not at all importance

Q18 How would you define your threshold for the online rating when booking travel accommodations?

- 4.5+
- 4.0+
- 3.5+
- 3.0+
- 2.5+
- 2.0+
- No Threshold

Q19 How important are the following amenities to your booking decisions?

	Extremely Important	Very Important	Moderately Important	Slightly Important	Not Important	Inapplicable
Complimentary Wifi	○	○	○	○	○	○
Fitness Center	○	○	○	○	○	○
Hotel Restaurant	○	○	○	○	○	○
Complimentary Breakfast	○	○	○	○	○	○
Swimming Pool	○	○	○	○	○	○
Room Service	○	○	○	○	○	○
Spa	○	○	○	○	○	○
Parking	○	○	○	○	○	○
24-Hour Front Desk Service	○	○	○	○	○	○
Hotel Bar	○	○	○	○	○	○

Q20 Rank the following booking factors in order of importance.

____ Price
____ Location
____ Brand
____ Online Ratings
____ Amenities

Q21 Is there anything else you take into account when booking travel accommodations?

_____

Q22 If attending Cornell University, in which school are you a student?

- School of Hotel Administration
- The Dyson School
- College of Engineering
- College of Arts & Sciences
- College of Agriculture & Life Sciences
- School of Industrial Labor Relations
- College of Architecture, Art, and Planning
- College of Human Ecology
- SC Johnson Graduate School of Management
- Not a Cornell Student

Q23 If not a Cornell student, please identify your College, University, or Employer.

_____

Q24 What is your gender?

- Male
- Female
- Other
- I prefer not to disclose

Q25 How old are you?

- 18
- 19
- 20
- 21
- 22
- 23
- Other: _____

STR Chain Scales - North America and Caribbean

Luxury

21c Museum Hotel
AKA
Aman
Andaz
Banyan Tree
Belmond Hotels
Capella
COMO
Conrad
Destination Hotels
Dorchester Collection
Doyle Collection
Dreams Resorts & Spas
Edition
Elegant
Fairmont
Firmdale
Four Seasons
Grand Bahia Principe
Grand Hyatt
Hyatt Zilara
Hyatt Ziva
Iberostar Grand Collection
InterContinental
JW Marriott
Kempinski
Langham
Loews
Lotte Hotel
Luxury Bahia Principe
Luxury Collection
Mandarin Oriental
ME
Mokara
Montage
Nobu Hotels
NOW Resorts & Spas
One & Only
Palace Resort
Paradisus

Park Hyatt
Prestige Hotels & Resorts
Regent
Ritz-Carlton
RockResorts
Rosewood
Royalton
Secrets Resorts & Spas
Shangri-La
Sixty Hotels
Sofitel
St Regis
Taj
The Peninsula
The Unbound Collection
Thompson Hotels
Trump Hotel Collection
Valencia Group
Viceroy
W Hotel
Waldorf Astoria
Zoetry Wellness & Spa Resorts

Upper Upscale

Ace Hotel
Affinia Hotel
Alila
Autograph Collection
Bridgestreet Accommodations
Camino Real
Canopy by Hilton
Club Quarters
Curio Collection
Delta Hotel
Dolce Hotels & Resorts
Dream Hotels
Embassy Suites
Fireside Inn & Suites
Gaylord

Hard Rock
Hilton
Hilton Grand Vacations
Hotel Indigo
Hotel Nikko
Hyatt
Hyatt Centric
Hyatt Regency
Instinct Hotels
Joie De Vivre
Kimpton
Le Meridien
Live Aqua
Magnolia
Marriott
Marriott Conference Center
Memories
Millennium
New Otani
NH Collection
Omni
Outrigger Resorts
Pan Pacific
Pestana
Pullman
Quinta Real
Radisson Blu
Radisson RED
Red Carnation
Renaissance
Royal Hideaway
Sheraton Hotel
Silver Cloud
St. Giles Hotel
Starhotels
Sunscape Resorts & Spas
Swissotel
Time Hotels
Tribute Portfolio
Warwick Hotel
Westin

Wyndham Grand

Upscale

AC Hotels by Marriott
Allegro
aloft Hotel
Alt Hotel
Apa Hotel
Ascend Collection
Aston Hotel
Atton
Be Live
Best Western Premier
BW Premier Collection
Cambria hotel & suites
Canad Inn
Citadines
citizenM
Club Med
Coast Hotels Canada
Coast Hotels USA
Courtyard
Crowne Plaza
Dazzler
Decameron
Disney Hotels
DoubleTree
dusitD2
Eaton
element
Eurostars Hotel
EVEN Hotels
Fiesta Americana
Four Points by Sheraton
Graduate Hotel
Grand America
Great Wolf Lodge
H10
Hampshire
Hilton Garden Inn
Homewood Suites
Hotel RL
Hyatt House

Hyatt Place
Iberostar Hotels & Resorts
Innside by Melia
Jolly
Larkspur Landing
Legacy Vacation Club
Mantra
Melia
Miyako
NH
Nova Hotels
Novotel
NYLO Hotel
Occidental
Palladium Hotel
Prince Hotel
Radisson
Residence Inn
RIU Hotel
Room Mate
Sandals
Sandman Signature
Sawridge
Shell Vacations Club
Sonesta Hotel
Springhill Suites
Staybridge Suites
Stoney Creek
SuperClubs
Tapestry Collection
Travel Inn
Vacation Condos by Outrigger
Westmark
Wyndham
Wyndham Vacation Resort

Upper Midscale

Aqua Hotels & Resorts
Ayres
Barcelo

Upper Midscale cont.

Best Western Plus
Boarders Inn & Suites
Boulders Inn & Suites
Canalta Hotels
Centerstone Hotels
Chase Suites
City Express
City Express Plus
Clarion
Cobblestone
Comfort Inn
Comfort Suites
Country Inn & Suites
DoubleTree Club
Drury Inn
Drury Inn & Suites
Drury Plaza Hotel
Drury Suites
Exe Hotel
Fairfield Inn
GrandStay Hotels
Hampton
Hampton
Holiday Inn
Holiday Inn Express
Holiday Inn Select
Home2 Suites
Hotel Des Gouverneurs
IFA
Inns North
Isle of Capri
Lexington
Mama Shelter
Mercure
Monte Carlo Inn
MOXY
My Place
OHANA
Oxford Suites
Park Inn
Phoenix Inn
Princess

Quality
Real Inn
Red Lion Hotel
Rodd Hotel
Shilo Inn
Sonesta ES Suites
TownePlace Suites
Trademark Hotel
Collection
Tryp by Wyndham
Van der Valk
Wyndham Garden Hotel
Yotel

Midscale

3 Palms
A Victory
AmericInn
Aristos Hotel
Baymont
Best Western
BlueBay
Cabot Lodge
Canadas Best Value Inn
Candlewood Suites
Catalonia
City Express Suites
ClubHouse
Crystal Inn
Delfin Hotel
FairBridge Inn
Fiesta
Fiesta Inn
Gamma by Fiesta inn
GuestHouse Inn
Hawthorn Suites by
Wyndham
Hoteles Vista
ibis
ibis Styles
InnSuites Hotel
La Quinta Inns & Suites
Lakeview

Loyalty Inn
Maeva
MainStay Suites
Oak Tree Inn
Palace Inn
Quality Inn
Ramada
Real de Minas
Red Lion Inn & Suites
Rode Inn
Sandman
Settle Inn
Sleep Inn
Sol
SureStay Plus
SureStay Signature
Collection
Tru by Hilton
Uptown Suites
Vagabond Inn
Vista
Wingate by Wyndham

Economy

Affordable Suites of
America
America`s Best Inn
Americas Best Value Inn
AmeriVu Inn & Suites
Budget Host
Budget Suites of
Budgetel
City Express Junior
Country Hearth Inn
Crossland Economy
Studios
Days Inn
Downtowner Inn
Econo Lodge
Extended Stay America
E-Z 8
Family Inn
Good Nite Inn

Great Western
GreenTree Inn
Home Inn
Home-Towne Suites
Hoteles Serena
Howard Johnson
InTown Suites
Jameson Inn
Key West Inn
Knights Inn
Lite Hotels
Master Hosts Inns
Masters Inn
Microtel Inn & Suites
by Wyndham
Motel 6
National 9
One Hoteles
Passport Inn
Pear Tree Inn
Red Carpet Inn
Red Roof Inn
Rodeway Inn
Savannah Suites
Scottish Inn
Select Inn
Studio 6
Suburban Extended Stay
Sundowner
Toyoko Inn
Tune Hotel
Vienna 3hao
Z
Zest Hotel
Zleep