

Hotel Classification Systems : A Case Study

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Abstract

Hotel classification systems are used by almost all the countries to create the hierarchy of hotels based on service quality. This study examined how different systems of hotel classification evaluate hotel properties to allocate 'star' or 'diamond' ratings. The study, based on Yin's (1994) approach for case study analysis, used convenience sampling method for the study. Five such systems used in different parts of the world were chosen for the study during January-March 2016. The documents related to the hotel classification systems were downloaded from the official websites of the concerned agencies. Document analysis and content analysis were used to discuss the findings. Apart from pointing similarities and differences, the study indicated that all the hotel classification systems expect four and five-star hotels only to have service quality and hospitality. Important features like sustainability, social media, and innovative methods for evaluating service quality were found to be lacking in all systems. Finally, the study proposed a model for hotel classification.

Keywords : hotel classification system, multi-case study, service quality, content analysis, hotel industry

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Traditional hotel classification systems are crushing under their own weight, and have nearly become redundant due to better sources of information like the Internet. In India, the image of hotel classification system is dismal, as it is felt that the hotels with poor service quality are awarded higher star ratings. The trust on star ratings awarded through hotel classification systems is shaken. At the same time, the popularity of alternate sources like TripAdvisor is soaring like never before because they offer detailed reviews written by customers who have stayed in hotel properties. Hotel classification systems have not adapted to these changes and continue to exist in the pre-internet era. Considering the drawbacks associated with the hotel classification systems, and the increasing popularity of alternate sources, this multi case study sets out to compare five hotel classification systems to propose a framework of hotel classification systems that is relevant in the age of internet with the help of review of research conducted in this area.

Literature Review

The hotel classification system ensures that the guests are informed what to expect from a hotel. There are more than 100 different classification systems present in the world classified as "official" and "unofficial" systems.

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While the government is responsible for the 'official classification,' the private agencies - like travel agencies and tour operators are responsible for unofficial hotel classifications. The World Tourism Organization defines a hotel rating system as classifying the (hotels, motels, and inns) into classes, categories, or grades according to their common physical and service characteristics (Naragajavana & Hu, 2008). The hotel classification system, therefore, has to ensure that hotels of different star grades offer the acceptable level of necessary services to the travellers.

However, researchers hardly have any consensus with the factors that are necessary for guest satisfaction. The study by Shanka and Taylor (2004) identified reception services, restaurant, and bar as the top three qualities necessary for guest satisfaction. Barsky (1992) identified the location, room quality, price, and hotel as the most important factors of hotel guest satisfaction. Furthermore, studies by Shanka and Taylor (2004), Cardotee and Turgeon (1988), Noe (1999), etc. identified different set of features in their respective studies.

The study by Hussain and Khanna (2016) found lots of gaps between the expectations of hotel customers and what hotels provide. This complexity in a hotel classification system arises because guests' needs are not consistent in all locations. As a result, the hotel classification systems around the world differ with each other. Keeping such inconsistencies in consideration, Kozak and Rimmington (1998) recommended benchmarking instead of "grading schemes" because "grading schemes have a limited life and are time sensitive." The inconsistency and transient nature of the hotel classification systems have led to questioning their effectiveness.

(1) Hospitality, Service Quality, and Star Categorization : Hotel classification systems represent the hierarchy of service quality, often based on the facilities and services offered to guests (Carter, 2015). The often cited Malcolm Baldrige award for Ritz-Carlton Hotel is an important milestone of service quality in case of the hotel industry. Murphy (2008) in a study on how the Ritz - Carlton Hotel won the award explained that winning of such an award teaches us that focus on customer satisfaction must be built into the management of the organization and supported by the integrated system of information analysis, total employee participation, training, and the continuous effort to improve service and product quality.

Lovelock, Wirtz, and Keh (2005) and Talbott's (2006) study indicated that commitment towards providing an exceptional service creates a bond between the hotel and guest which becomes the core competency of the hotel. Personalized service of highest quality provides the true competitive advantage to the hospitality establishments by offering solutions to ensure comfort, convenience, control, and also by making up the most and best of the little time guests spends in the hotel.

All such factors indicate the importance of the human resources in providing exceptional service quality to customers. Heung, Wong, and Qu (2002) in their study on tourists' satisfaction found that employee attributes were the most important factor contributing to tourists' overall satisfaction affecting repeat visitation and recommendation intentions of guests. Singh, Saufi, Tasnim, and Hussin's (2017) study also indicated that higher employee job satisfaction increased service quality that led to an increase in hotels' profits. It is, therefore, evident from the discussion that exceptional hospitality, built in service quality system, professional approach to human resources development are some of the critical areas for evaluating hotels.

(2) Star Categorization and Guest Expectations : Arrifin and Maghzi's (2012) study on customer expectations of the hotel industry found a strong association between the star rating and expectation of hotel hospitality. Guests at a five-star hotel have high expectations than the guests staying in lower star rated hotels. However, the star rating system does not guarantee that these expectations shall be met automatically. Baccarani, Ugolini, and Bonfanti (2010) explained that hotel service quality level is not deducible from how many stars the hotel has because star categorization is based on hotel structural quantitative factors, for example, rooms size, the size of beds, bathrooms, etc. without evaluating the overall conditions of the hotel. It is clear from the discussion that the star

classification of the hotels only leads to an increase in customer expectations - higher the star ratings, higher the expectations of the guest. The realistic evaluation features of a hotel classification system shall ensure those hotels get proper star ratings so that the guests are satisfied. However, there are examples of how a hotel can ensure that such customer expectations are met even at a higher star level.

Burj Al Arab of Dubai, a five-star hotel, has pushed the excellence in service so far that media has started calling it a “seven-star” hotel. The hotel offers dual level suites, exquisite gold-leaf interiors, gold i-pads, gold tattoos, caviar facials, a helipad, and butlers on all floors. The hotel rooms range in size from 1800sq ft to 8,000 sq ft. These are just a few examples of how a hotel can go beyond the boundaries of hotel classification system and amaze not only the guests - but the rest of the world as well (Jumeirah Hotels, 2017).

(3) Role of Social Media : The Internet and social media has made the system of hotel classification nearly redundant. The biggest drawback of the official rating system is that it mainly deals with the infrastructure and facilities. Also, the service quality is evaluated one time (at the time of inspection) only. Another drawback of the official hotel rating system is that it is no longer relevant to the needs of the hotels who want to differentiate and serve a particular niche market. The guest experiences are not represented as well due to which there is a question mark on the future of the system according to hotel managers and practitioners (Torres, Adler, & Behnke, 2014).

However, the official star rating system is under pressure now because of online guest ratings. The Internet has allowed guests to share their experiences and rate the hotels, providing information to the other travellers about the hotels. Many platforms provide this information on the Internet ; the most prominent of these platforms includes TripAdvisor, which receives 315 million worldwide visitors a month, covers about 4.4 million accommodations, restaurants, and attractions. The site operates in 45 countries (TripAdvisor, 2017). However, the biggest drawback of these reviews is that hotels can get positive ratings and high ratings posted on the websites.

A recent finding of the United Nation World Tourism Organization (UNTWO, 2014) discussed that the guests visit 14 different travel related websites to decide upon hotel bookings. Online guest ratings deserve to get a prominent place in the hotel classification systems because of their influence in hotel bookings. Few countries like UAE and Norway have included the online guest ratings in the hotel classification systems.

Objectives of the Study

The following objectives are set for this study :

- (i)** To examine the similarities in hotel classification systems.
- (ii)** To examine the differences in hotel classification systems.
- (iii)** To conduct a comparison of different areas of evaluation.
- (iv)** To identify the innovative practices.
- (v)** Recommend a model for hotel classification system based on existing procedures and review of literature.

Methodology

The analysis of huge qualitative data is a challenge to the researcher. To overcome the problem, Patton (2002) recommended reducing the volume of information, identifying the significant patterns, and modeling a framework. The data was analyzed within and across the cases. The study used content analysis to address the research questions of the study. Content analysis is defined as a method to classify the written or oral materials into

Table 1. Details of the Sample of the Hotel Classification Systems Used in the Study

HOTEL CLASSIFICATION SYSTEM SAMPLE					
Hotel Classification System	Country	Official / Un official	Voluntary/ Mandatory	Year started	Number of Hotels
HOTEL STARS UNION	European Union Austria, Belgium, Czech Republic, Denmark, Estonia, Germany, Greece, Hungary, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Sweden, Switzerland	Unofficial: Sweden & Switzerland Official in: Malta, Belgium, Luxembourg	Mandatory in Lithuania Voluntary in Germany	2009	30000 (including restaurants)
AAA Diamond Rating	United States	Unofficial	Voluntary	1936	58000(including restaurants)
Visit England	United Kingdom	Unofficial	Voluntary	2009	24000
GastroSuisse	Switzerland	Unofficial	Voluntary	1891	3000
Indian Hotel Classification System	India	Official	Voluntary	1954	736

identified categories of similar meaning (Cho, 2017). Content analysis was also defined by Hsieh and Shannon (2005) as the subjective interpretation of the content of the text data through the systematic classification process of coding and identifying themes and patterns.

This study used a qualitative approach based on multiple case analyses. Yin (2014) explained that multiple case studies enable the researcher to explore the differences within and between the cases. The goal is to mirror the findings across the cases. The results from such studies are robust and reliable, but it can also be time-consuming and expensive to conduct (Baxter & Jack, 2008). Several key elements are proposed to ensure the quality and trust in the study, which includes clear research question, a suitable case design, purposeful sampling strategies, systematic data collection & management, and finally the correct analysis of data (Russell, Gregory, Ploeg, DiCenso, & Guyatt, 2005).

In qualitative research, sampling can be problematic. Long back, Hanley and Lippman - Hand (1983) noted that sampling problem results from the challenge. Most qualitative studies address the problem associated with the sampling to ensure the credibility of the research findings (Oppong, 2013). This study uses a purposive sampling technique to answer the research questions. Mack, Woodson, and Macqueen (2005) explained how purposive sampling entails grouping subjects by “ex-ante” identified criteria based on the research problem.

The HCS [Hotel Classification Systems] chosen for the study include - Hotelstars Union of European Union, Visit England (United Kingdom), GastroSuisse (Switzerland), AAA (USA), and Indian HCS. Five cases are discussed in this study. The Table 1 explains the details of the sample of the hotel classification systems. The number is consistent with Yin's (2014) suggestion that qualitative case study research should include between four to ten cases. This study uses document analysis : a technique used for systematic analysis to generate quantitative and qualitative data. The data for the study was collected from the websites of the respective organizations of the hotel classification systems during January - March 2016.

Analysis and Results

(1) Similarities Among Hotel Classification Systems : The Table 2 explains the common areas of hotel evaluation. The quality of hotel accommodation, the infrastructure of the hotels, facilities like food & beverages, laundry, concierge, reception are some of the features on which hotel classification systems are based. The

Table 2. Common Areas of Hotel Evaluation Among Different Hotel Classification Systems

Areas of hotel evaluation	Hotel Classification Systems Using those Areas of Hotel Evaluation
Human Resources	AAA ; Visit England ; Indian Hotel Classification System ; Hotelstars Union
Safety and Security	AAA ; Visit England ; Indian Hotel Classification System ; Hotelstars Union
Sustainability	Indian Hotel Classification System; AAA; Hotelstars Union
Online Ratings	NA
Accessibility	AAA; Visit England; Indian Hotel Classification System ; Hotelstars Union
Infrastructure	AAA; Visit England; Indian Hotel Classification System; GastroSuisse Hotelstars Union
Service Quality Evaluation	AAA; Visit England; Indian Hotel Classification System; GastroSuisse ; Hotelstars Union
Services and Facilities	AAA; Visit England ; Indian Hotel Classification System ; Gastrosuisse ; Hotelstars Union

inspection of the hotel properties takes place after 3 to 5 years (five years in the case of the Indian hotel classification system). The accreditation is done using symbols like stars and diamonds. None of the systems recognize the importance of social media - hotel rating websites, hotel websites, etc. in spite of clear evidence of gaining importance for guest bookings. The guests rely primarily on the Internet and hotel ratings, so this is a matter of serious concern. The Hotelstars 2010 policy document predicted that the well - set up stars will succeed in remaining the driving system even in this new competitive environment and will not vanish over the Internet. However, its 2015 official classification document recognized the importance of the Internet and included the website for direct booking, the website for online reviews, and system for an invitation to departing guests for writing online reviews.

All classification systems are based on the level of services, facilities, and infrastructure. None of the systems even acknowledge the existence of an alternative source of information for the guests like social media, hotel website, and search engines- and there is no strategy in place to cope up with that challenge. Despite the fact, there is a plenty of research in the academic literature on the important features of hotel guest satisfaction, and there is no evidence that such research is being used by the hotel classification systems anywhere.

The common features of the systems also reveal the impact of the environment in which the classification systems operate. The study of Lengyel (1994) explained that tourism is in a continuous interaction with its environment that includes nature, science, technology, society, politics, and economics. Cser and Ohuchi (2008) also reported the environmental impact on hotel classification systems in their case study on hotel classification analysis.

Table 3. Weightage of Hotel Guest Rooms by Different Hotel Classification Systems

GUEST ROOM BATHROOM WEIGHTAGE			
HOTEL CLASSIFICATION SYSTEM	GUEST ROOM SCORE	TOTAL SCORE	PERCENTAGE
HOTELSTARS UNION	172	1121	15
GASTROSUISSE	78	155	50
VISIT ENGLAND	50	215	23
INDIAN	46	152	30

Table 4. Components of the Sample Hotel Classification Systems Used in this Study

HOTEL CLASSIFICATION SYSTEM	AREAS OF EVALUATION
Eurostar	Building / room, furniture, service, leisure, arrangement of the offer, in house conferencing
AAA Diamond Rating	Management and staff, exterior grounds and public areas, guest room décor, ambiance and amenities, bathrooms, guest services
Visit England	Cleanliness, bedrooms, bathrooms, service and efficiency, food quality, hospitality and friendliness, sustainability
GastroSuisse	Entrance, reception desk, lounge area, lobby hall, house bar, restaurant / breakfast room, stairway, corridor and guest elevators, room balconies, baths, leisure
Indian Hotel Classification System	Public areas, facility for differently abled guests, provision of food and beverages, guest services, communication facilities

(2) Differences Among Hotel Classification Systems : Each classification system evaluates hotels based on different set of features. The results of the different studies on findings of important guest features contradict one another. The entire activity of hotel classification, therefore, is based on an unrealistic model. While as AAA, Hotelstars Union, and Visit England systems include subjective evaluation of hotel quality, systems like Indian and GastroSuisse systems are based on a checklist system, without any regard to the overall impression of service quality that a hotel has to offer. Visit England's classification system expects hotels have to score minimum points (above 75%) to get the desired star category. The lower star category is granted in case the hotel does not score the minimum points. In the case of other systems, an overall score is accounted for. There is a difference in the weighting given to different areas. The Table 3 explains such differences.

(3) Comparison of Different Areas of Evaluation : As discussed, there is no clear consensus between different systems on hotels' evaluation (see Table 4). Even though there are few common areas, used by different systems for hotel evaluation- like the quality of guest rooms, bathrooms, provision of food and beverages, furniture, equipment and infrastructure, however, the major concern remains stress on the evaluation of hospitality & service that is the foundation of a hotel.

The system of evaluation of the hotel properties is based on whether the hotel follows the official hotel classification system or unofficial. In the case of official hotel classification system, the evaluation of the hotels includes the hotel licensing, permits, approvals and clearances from the different agencies of the Government. The unofficial hotel rating system is focused on the evaluation of the hotel properties only.

[1] The Hotel Evaluation System Follows Two Types of Systems :

(i) Check List System of Evaluation : This system involves a detailed check list- where the list of amenities, facilities, and services are classified under different headings. The different star categorized hotels are expected to

ensure the presence of the equipments, amenities, and services as per requirement in different hotel categories. The examples of such type of systems are : Hotelstars Union, Indian, and Swiss Hotel classification systems.

(ii) Subjective Evaluation System : The other system is based on evaluating different areas of hotel classification system by the overall impression including the quality of interaction of hotel staff with the guests while offering different services at reception, restaurant, parking, gym, etc. There is no such check list of the accessories, gadgets, equipment, amenities, etc. to be tick marked. However, at the most, the few distinguishing features of the rooms of different star categories like the size of TV, quality of linen, telephone, mirror are present in the evaluation documents, for example, in case of AAA and Visit England evaluation systems.

[2] Evaluation of Different Areas of a Property

(i) Guest Rooms and Bathrooms : There is an agreement for the quality of guest rooms and bathrooms regarding the area, furniture, equipment, quality of furnishings, amenities, décor, linen, etc. among all the systems. The evaluation of different star and diamond ratings is based on these parameters on the size of the guest rooms, bathrooms, bed and quality of furnishings, décor, and comfort. GastroSuisse and Indian HCS have actually specified minute details like a number of bed sheets required, the size of the sheets, and have specified the list of amenities to be present in the guest rooms.

The relative weightage of the guest rooms and bathrooms in the overall evaluation varies from one system to another. Visit England's weightage for the guest rooms is 50 out of 210 (23%), in the case of check list of the Indian system, 46 questions from the total of 155, contributing 30% weightage. The GastroSuisse system has a list of 78 questions out of the total of 152, making an overall contribution of 51% in the overall score. In case of Hotelstars Union, the guest room and bathroom weightage is around 15% (Hotelleriesuisse, n.d. ; Hotel Stars Union, 2017 ; Visit England, 2014).

(ii) Furniture and Equipment : Furniture and equipment play a prominent role in systems like Hotelstars Union where about 30% (352 out of 1121) weightage has been given to it, making it one of the biggest contributors to the total score. Hotelstars Union is the only system where the furniture / equipment have been specifically given a weighting separately. In the case of the other systems, furniture/ equipment are included in the broad areas that are evaluated, for example, guest room, bathroom, public areas, etc.

(iii) Hotel Services : The services part in Hotelstars Union takes into account the changing of linen, cleaning of rooms, services of beverages in guest rooms, mini-bar, and service of breakfast, lunch, and dinner as per prescribed timings. The services offered at the reception are also included, timings of operation for different grades of staff, availability of doorman, valet parking, concierge, page-boy, luggage service, secure left luggage services, laundry services, ease of payment, etc.

(iv) Service Quality Management : One of the striking features of the hotel classification system is the lack of regard for hospitality and service quality for one, two, and three-star hotels. Four and five-star hotels only are supposed to take this critical aspect of hospitality industry into consideration. In the case of Hotelstars Union , it includes systematic complaint management system that involves a system whereby the complaints from guests are accepted, evaluated and resolved, systematic guest questioning that involves systematic gathering and evaluation of guest opinion about the quality of hotel services, analysis of weaknesses, and the realization of improvement (HotelStars Union, 2015).

In the case of AAA diamond rating system, four and five-star hotels are assessed based on the quality of services

provided to the guests. The detailed assessment of 12 critical areas in 300 guest interaction points takes place before awarding four or five diamond ratings to the hotels. The properties receive the pass or fail based on the quality of interaction with all the property representatives (AAA, 2013). The Visit England system also emphasizes on the quality aspect for hotel evaluation. The policy document explains that the English Hotel Industry has to set high-quality standards and continue to improve to be successful nationally and internationally (Visit England, 2014).

(4) Innovative Practices in Hotel Classification Systems : It is clear from the analysis so far that there is hardly any evidence of innovative practices in place in any of the systems analyzed in the study. In case the system wants to preserve creditability and survival, it has to start looking further towards innovation.

Proposed Model

The study proposes the model of hotel classification system (Figure 1). This model is based on the common areas of evaluating the hotels by hotel classification systems (identified in Table 2) and review of literature used in the study regarding the important attributes of hotel customer satisfaction. One of the essential features of the model is that service quality has been placed at the center of the model. This is because star rated hotels have to reflect the quality to meet guest expectations. The study has identified nine different broad areas on which the proposed model is based. These broad areas include hotel infrastructure, hotel service quality, facilities and services, online ratings, safety & security, accessibility, and sustainability. The Table 5 recommends the outlines that could be incorporated in the different areas of hotel classification systems. These outlines are suggestions and can vary as per the specific requirements.

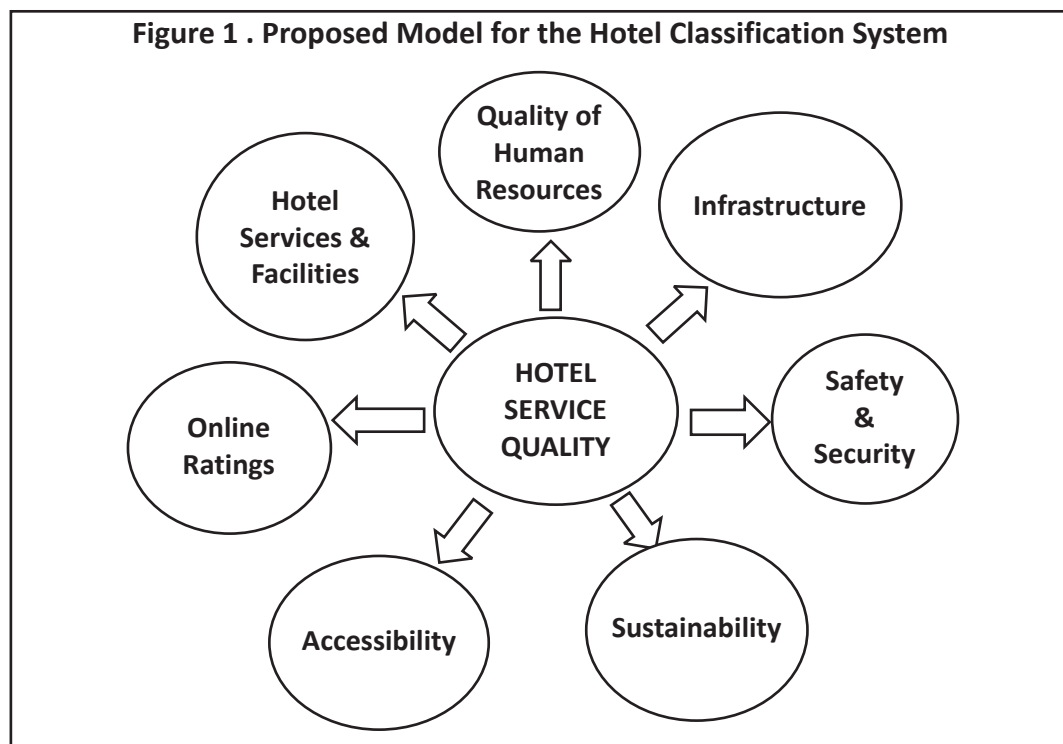


Table 5. Recommendations for Inclusion of Different Practices in Hotel Classification Systems

BROAD AREA	AREAS OF EVALUATION
Infrastructure	i) Overall hotel architecture and design. ii) Quality of rooms & bathrooms. iii) Furniture, equipment, and the impression of cleanliness. iv) Quality of maintenance of building in all the areas.
Services & Facilities	i) Provision of food and beverages. ii) Provision of housekeeping & laundry facilities. iii) Services offered at the reception. iv) Availability of manpower for critical areas like valet parking. v) Concierge, page-boy, luggage service, secure left luggage services, laundry services with a professional attitude.
Accessibility	i) Detailed guidelines for hotels regarding accessibility legislations, guidelines. ii) Recommendations for barrier free hotel access to all hotel areas. iii) Use of images, devices, and general consumer marketing information.
Hospitality & Service Quality Evaluation	i) Professional & hospitable approach of staff in all the areas of hotels. ii) Overall quality of interaction of hotel staff with guests from the time guests check in till the guests check out. iii) Complaint management system. iv) Feedback evaluation system.
Human Resources	i) Effective human resources development initiatives. ii) Effective in house training and development plans for enhancing hotel service quality. iii) Training and development initiatives arranged by Ministry of Tourism for enhancing hotel quality by collaborating with international and national firms and consultancies.
Online Ratings	i) Recommendations for hotels to engage on social media. ii) Making mandatory for hotels to have minimum ratings before being eligible for particular star category, incorporating the online ratings from several sources on websites. iii) Evidence of hotel being responsive to customer feedback on hotel review websites.
Safety and Security	i) Recommend minimum safety features for hotels (all areas including guest rooms) of different hotel star categories. ii) Detailed policy for all hotels on safety and security. iii) Ministry of Tourism must organize training programs on hotel safety.
Sustainability	i) Environmental Management systems. ii) ISO 14001 environmental certification. iii) Recognition of external environmental certification program.

Implications for India

As discussed in the review of the literature, the hotel classification system of India is widely criticized on account of allocating high star ratings to the hotels with poor service quality. This causes doubt on the system of evaluating hotels for classification purposes. The reason for such inconsistency is that the system is focused on tangibles like infrastructure and hotel facilities. The stars are allocated through a check list system where by the inspectors check the facilities and infrastructure of the hotel only for hotel evaluation. However, the overall service quality of the hotels is based on many intangibles like the quality of the services offered to the customers, right from the

checking into the hotel until the customer checks out. The customer satisfaction is dependent upon the successful service encounters all along the stay. The Indian hotel classification system, at present, does not convey the experiences of the customers like the online hotel review websites like TripAdvisor. At present, the system is in the shape of a check list of the infrastructure, facilities, and services offered by the hotels. While booking, customers do not get in depth information about the hotels due to which the hotels choose the alternate sources of information. Evaluating hotels by the proposed framework shall add much-required prestige and level of trust on the hotel classification system of India managed by the Ministry of Tourism.

Managerial Implications

This study has many managerial implications. First of all, the proposed framework evaluates hotels by the hotel service quality being offered to the customers - not only the infrastructure and facilities provided by the hotel. This is going to make hotel classification rating system more challenging for those hotels that do not offer the service quality but have been awarded higher star ratings. This means that the hotels shall have to earn the star ratings by the service quality offered to the customers as well. The proposed model has skipped the massive legal formalities as a condition for hotel classification as required by the classification system at present. This shall help managers to focus on the service quality better. It is, therefore, expected that the present model, which is based on the comparison with the major hotel classification systems of the world and research studies carried out in this area, will help managers in enhancing the hotel customers' satisfaction.

Conclusion

The study has established the similarities and differences between different systems of hotel classification. It has been found that there is no research-based reasoning behind hotel classification systems. Innovation in the hotel evaluation system was also found to be lacking in almost all systems. The arrival of the Internet and communication technology has provided many options for the guests who look out for options for hotel bookings. The star categorization system no longer enjoys the monopoly for informing and influencing the guests booking decision. There are hotel review websites, social networking websites, etc. that provide more comprehensive information to the guests along with pictures, videos, and feedback from the guests who have stayed in the guest properties. This has, in fact, put the survival of the hotel classification systems at risk. This study has suggested the model to provide the basis for hotel classification based on case study analysis and literature review.

Keeping such challenges into consideration, this study has proposed a model based on critical areas of customer satisfaction that include integrating hotel ratings with hotel classification ratings for evaluating hotels, best human resource practices for training and retaining talent, system of evaluation of hotel service quality, practices of sustainability, accessibility, hotel infrastructure, facilities & services offered by the hotel and safety & security. The suggestions for improvement of hotel classification systems are also presented to make such systems relevant.

Limitations of the Study and Scope for Further Research

The first limitation of the study is the small sample size. Only five hotel classification systems have been analyzed for meeting the objectives set for the study. Future studies can be repeated with a larger sample size. The second limitation of this study has been integrating the opinion of the hotel managers about the respective hotel classification systems. The future studies can integrate the managers' and customers' perceptions about hotel classification systems. Future studies must also study the impact of the different areas of hotel evaluation on the hotel service quality.

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