

The Emirates Academy

A Critical Analysis of Boutique Hotels and their Sustainability in Malta

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ABSTRACT

boutique hotels, individualised tourism in Malta, sustainable tourism, branding in hospitality, feasibility of boutique hotels

This thesis critically analyses boutique hotels and their sustainability in Malta. The researcher explores the subject in depth and investigates how boutique hotels started emerging along the years. The characteristics of boutique hotels are identified as well as what makes them so popular.

Boutique hotels are quite a recent development in Malta and as a result there is no proper licensing for this type of accommodation from the Malta Tourism Authority. To understand how sustainable boutique hotels are specifically in Malta, the researcher attempts to understand how they differ from other types of accommodation, what make them attractive, what type of clients they attract and how operations differ from standard hotels to make them feasible.

Literature relevant to subject was reviewed to gain more information. Quantitative research was conducted by distributing a questionnaire among the public while qualitative research consisted of interviews with a general manager and an artistic director. Further information was gathered by analysing data from booking.com related to hotels with less than 50 rooms. The results showed that boutique hotels are becoming highly popular and the features that make them most distinctive are their uniqueness, design and attention to detail.

It was learnt that for a boutique hotel to be successful it has to have a unique setup, provide an experience and a narrative, and above all must have a design with a wow factor and décor while using space intelligently. This narrative has to be incorporated not just in the physical design and décor but needs to be extended in the service and intangible assets. This together with personal attention and an intimate atmosphere gives boutique hotels a competitive edge over other types of accommodation. As a result of limited space and high proportion of fixed costs, facilities are not always easy to include, therefore operators need to identify those facilities valued most by

customers. Spa facilities are considered one of the most sought-after services in such types of accommodation. This coincides with the finding that boutique hotels are mostly popular with couples looking for a retreat or for the celebration of special events.

Given the limited capacity of boutique hotels, operations are small in scale. As result the operations of boutique hotels vary significantly from that of standard hotels due to the number of fixed costs. This necessitates flexibility in job roles, a lean management team and a hands-on attitude.

Investing in branding or joining an international brand of boutique hotels can increase competitive advantage, as well as market share, while also creating savings through economies of scale.

DECLARATION OF AUTHENTICITY

I, Conrad Borg, declare that this is an original piece of work, produced entirely by me, and that all source material has been appropriately referenced. In addition, I attest that no portion of the work referred to in this thesis has been submitted in support of any other course, degree, or qualification at this or any other university or institute of learning.

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CHAPTER ONE

CHAPTER ONE – INTRODUCTION

Over the past 20 years tourist accommodation has changed drastically. From the traditional cookie-cutter hotels, where one is a copy of the other, boutique hotels started to emerge. Boutique hotels are usually made up of more than 10 but less than 100 rooms. A boutique hotel is defined as “a small hotel, with an intimate and individualistic atmosphere and style” (The Chambers Dictionary, 2003, p.175). Such boutique hotels were created to offer something different from the usual hotel setup and it was ideal for those who were tired of staying in a traditional hotel. Nowadays, the concept of boutique hotels has expanded and evolved and ranges from luxury boutique hotel in the city to wellness resorts together with glamping in the countryside. Such boutique hotels, regardless of the traveller’s budgets, are capable of offering a new and unique hotel experience which is difficult for traditional hotels to offer.

According to the Boutique Hotel Report 2020, the boutique hotel is the fastest growing sector in the industry. In fact, the demand for boutique hotels grew from 3.7% to 10.6% in 2019 (The Boutique Hotel Report, 2020). Now, even when the restrictions of the COVID-19 pandemic are lifted, it is expected that such a demand will continue to increase and is it also more likely that boutique hotels will make a swift recovery since travellers will be keener to stay in smaller, contained properties rather than large hotels. Guests tend to feel safer and build more trust in boutique hotels where they feel that they are not just a number and are given individual attention.

Locally, the boom of hotels started back in the 1980s, when major businesses were buying land and developing it into hotels. The market type at that time was limited to traditional hotels and guesthouses. From then onwards the industry did not subside, as tourist arrivals continued to increase year on year.

The inception of boutique hotels in Malta is quite a recent development and we have seen the first boutique hotels popping up in Valletta with the regeneration of the capital city and hosting the title of the European Capital of Culture in 2018. Over time, boutique hotels started opening in other locations, not just in the tourist areas such as St Julian’s, but also in villages. This drive has caught the attention of both foreign

tourists and locals and has caused a surge in demand for such luxury, quaint boutique hotels.

The aim of this study is to understand more about boutique hotels here in Malta through a critical analysis of what they have achieved, what are they lacking and how their performance can be improved. In addition, this study provides a discussion on their sustainability to ensure that they are successful not only now but also in the future.

This study is divided into several chapters, that can be summarised as follows:

Chapter 2: This chapter deals with the literature review, which is an overview of previous research on the topic. The researcher provides an in-depth study of boutique hotels and their sustainability in Malta and offers some critical analysis on literature reviewed

Chapter 3: The researcher had to establish a relevant Research Methodology on the subject. This chapter justify the design choices, by showing that the chosen methods and techniques are the best fit for the research aims and objectives to provide valid and reliable results.

Chapter 4: This chapter deals with the findings from the research carried out. In this case the researcher chose to carry out both quantitative and qualitative research by means of questionnaires and interviews.

Chapter 5: This chapter includes the interpretations and declaration of the researcher's opinion and it is where the writer explains the effects of the findings, making predictions and suggestions for future study.

Chapter 6: The last chapter, the Conclusion, observes how a better understanding of the subject was obtained, also explaining any limitations encountered. This section also presents recommendations for further studies.

The study will further explore in detail boutique hotels in Malta and their sustainability.

CHAPTER TWO

CHAPTER TWO - LITERATURE REVIEW

Introduction

This chapter serves two purposes. The first purpose is for the researcher to gain a better understanding of the existing literature about the boutique hotel concept and their sustainability. The second purpose gives the researcher further insight into the areas that need further study and research and thus can act as a basis to formulate both the quantitative research – a survey among the public – and the qualitative research – structural interview with general manager in the industry and an artistic director. The literature review is divided as follows: historical overview of boutique hotels including a comparison between boutique hotels and luxury hotels, the characteristics of boutique hotels, statistics of accommodation in Malta, and the challenges affecting the boutique hotels industry.

Historical Overview

The term boutique hotel was first used in 1984 by Ian Schrager who founded Morgans Hotel in the USA to try and describe a new accommodation product. At that time Schrager wanted to reproduce the atmosphere and style of small historical European hotels, which focused on a particular theme and targeted those interested in rock and roll, wine tourism, etc. The first collective trademark for boutique hotels was founded in 1991 bearing the name of The Small Luxury Hotels (SLH). After 30 years of operation the said trademark managed to accumulate more than 500 hotels with members hailing from 80 different countries. The term boutique hotel was broadened and used to promote small hotels that offer unique design and high-quality service. A change came about in 2020, when large hotel chains started to realise that these boutique hotels were increasing their market share and were taking a chunk of their customers. They therefore started to create their own boutique brands (Starwood with W Brand and Hyatt with Andaz Hotels). By capitalizing on economies of scale and their excellent management, multinational brands started increasing their focus on the development of lifestyle hotels with a capacity of 100-200 rooms.

The Boutique and Lifestyle Association (BLLA), an independent association, was created in 2009 for investors in boutique hotels to have a collective and more powerful voice. At present, the association has approximately 750 members and it is a forum of networking, promotion, communication, cooperation and know-how exchange among boutique hotels, hotel sector suppliers, the travel industry and tourists.

Boutique hotels

In the past years, boutique hotels have become popular both with travellers as well as businesses looking to invest in the tourism industry. Peter Jackson, Managing Director of Elite Vacations, defined boutique hotels as follows: "My idea of a boutique hotel is a smaller property offering personalised service and with a traditional ambience and style. They are not necessarily top-end, although they are usually four-star and above with the majority five-star." Travel Trade Gazette (2007, p 46) The main difference between a boutique hotel and the standard hotel is the size. Boutique hotels tend to be much smaller properties, with a limited number of rooms. A standard hotel's rooms tend to all be finished and designed similarly. The rooms of a boutique hotel are usually all uniquely decorated or have a mix of designs. There are various types of boutique hotels; some offering rooms only, while others may include other facilities such as bar, restaurant and even a spa. Businesses investing in boutique hotels tend to give great importance to the design and décor of the boutique hotel in order to make it stand out, be attractive and unique and make the stay an unforgettable experience to the guest. This would be the selling point to prospective travellers.

This contrasts with luxury large hotels which are normally built on large grounds, having more than 100 guest rooms, together with other facilities ranging from conference halls, meeting rooms, sports facilities, spa, restaurants and even a casino. Hotels operate under a hotel licence which has different categories and therefore hotels are rated by being given a star rating, ranging from one-star to five-star. Star ratings depend on the facilities that are offered by the property. Star ratings have long influenced guests' expectations of the level of hospitality at an establishment, as guests assume that if an establishment has a high star rating, a higher level of hospitality will be provided Ariffin and Maghzi, (2012, p191-198).

Comparison between boutique hotels and luxury hotels

Boutique hotels are getting more popular and large chains of luxury hotels are developing their segment of boutique hotels. Boutique hotels tend to be family-owned businesses due to a smaller investment. There are several characteristics that distinguish boutique hotels from hotels:

Hospitality Characteristics	Luxury Hotels	Boutique Hotels
Size	Large and very large	Small/Medium
Design	Standardized	Customized
Service	Personal	Very Personal
Target Market	Age 55+	Age <55
Price	Upper Bands	Middle & Upper Bands
Experience	Very exclusive	Very personalised

Sources: Chittum (2004); Chu (2014); Rogerson (2010)

Quality of service

The quality of service offered in hotels is subject to the guests' perceptions and expectations from that hotel, and what it does to make the guests' stay memorable. Mei et al. (1999, p 136-143) focus on three broad categories: employees, tangibles, and reliability. On the other hand, Saleh and Ryan (1991, p 324-345) split the intangible aspects of service into quite specific features of employee communication: conviviality, reassurance, avoidance of sarcasm and empathy. Due to its small size, boutique hotel staff are able to give much more individual attention to the guests and get to know them better than large hotel staff, where guests may feel they are just a number.

Facilities

For a boutique hotel it is very difficult to gain a competitive advantage over large hotels when it comes to the facilities it offers. The grounds of a large hotel certainly exceed those of a boutique hotel. Furthermore, a large percentage of boutique hotels are set up in old renovated buildings which make it even more difficult to adapt the buildings to offer such facilities. Boutique hotels cannot offer large outdoor and indoor

pools, and sports facilities, although this is also changing. Lifestyle hotels, which is a branch of boutique hotels, place emphasis on offering a wellness spa together with food and beverage service.

Moreover, even if a boutique hotel has the space to offer ancillary services, such services may not always be feasible to operate due to limited flow of people.

Characteristics of boutique hotels

PricewaterhouseCoopers (2005) defined in its report the characteristics of a boutique hotel to include size, personal service, individuality, design and style. With time it was learnt that boutique hotels did not only base themselves on these characteristics, but had to evolve, as demand for boutique hotels increased. Location, technology and the sense of experience have become determining characteristics as guests look for more personal attention and a unique experience they can narrate back home or show off on their social media accounts. In 2012 The Boutique and Lifestyle Association undertook the initiative to express a generally accepted definition for boutique hotels and to identify their main similarities and differentiation with lifestyle hotels. From this framework, the association concluded that boutique hotels are small accommodations that aim at offering an authentic cultural experience to visitors by providing high level services. As Jones et al (2013, p. 715-731) argue the main goal is to create a unique identity which is difficult to copy, by capitalizing on the location, taking advantage of technology and promoting local cultural heritage, by combining comfort with personal services so that the tourist feels at home; namely that they are not a 'faceless number' behind a closed door in a long hallway but instead a visitor in a hospitable environment.

Location

Boutique hotels saw their inception in restored places in city centres. In Malta, the first boutique hotels opened in the capital city Valletta and with time the country has started to see them emerge in other towns and even villages. As Anhar (2001) states, the location is one of the most significant factors and a priority in boutique hotels' guests lists. The location is not only important to offer convenience to the guests by being close to other amenities, but it is also important to offer the neighbourhood a sense of class and chicness.

Technological facilities

Today, modern technologies have become an integral part of our lives and hoteliers are increasingly investing in technological facilities, especially in boutique hotels. Tablets are now the second most requested amenity after coffee machines in guestrooms Jayawardena et al., (2013, p 177-189). Nowadays it is becoming customary to have technological items such as a large flat screen TV incorporated with sound bar and smart facilities, USB charging points, tablet and a very fast internet connection in order to be able to use personal gadgets easily. Hotel guests want, and expect hotels to offer the technological facilities that they enjoy at home Jung et al., (2014, p 210-228).

Small and cosy hotels

Boutique hotels are not standardized in the experience co-created with guests Ho, (2012); rather, they co-create a cosy and intimate hotel experience, “a dream aspiration” Strannegård and Strannegård, (2012, p 1995-2012). Such hotels are being designed to give that ‘home feeling’ effect with nice living areas where people can interact and feel comfortable to socialise. Over time, boutique hotels are continuing to evolve and are moving away from just giving a ‘home feeling’ but are giving the guest more of an unforgettable experience away from home by offering designed surroundings and providing something even better than home.

Individual and personalized services

One of the main reasons guests prefer to stay in a boutique hotel is to get a personal service and extra attention. Personal attention varies from greetings at the front desk, to personalised setup in the room to celebrate a special occasion or even breakfast setup in accordance to the guest’s liking. Large hotels tend to lack this flexibility and the empowerment required to have a high standard of personalized and intimate services Henderson, (2011, p 217-233). Guests tend to give a higher score to those boutique hotels which are beautifully decorated and designed whilst also offering personalized service over those who are also designed but lack personal attention.

Aesthetic unique architecture and interior design

Boutique hotels located in the city centre are usually established in old restored buildings. These buildings provide a sense of luxurious warmth and offer a welcoming

aura to the guests, adorned with architectural features and a feeling of nostalgia which a normal hotel cannot offer. The interior design plays an important role as people are becoming more and more infatuated with social media platforms such as Instagram and therefore, they tend to look for places which are Instagramable to be able upload them on their social media profiles. According to research, 40% of millennial travellers (aged 18–33) make their hospitality choice based on how Instagrammable a hotel or accommodation is.

Friendly staff and homely environment

Staff turnover in boutique hotels is usually lower than that in large hotels. This proves to be quite an advantage as staff get to know the property much better (even due to its size), build greater loyalty towards the product, and even understand better the clients' needs. This also creates a sense of familiarity with repeat guests and staff can better anticipate their needs, making their stay even more enjoyable. Guests visiting boutique hotels expect personal attention and a helping hand during their stay and often end up striking up conversations. Most boutique hotels enforce the recognition of guest names by all staff members, an experience clearly difficult to achieve in a large-scale hotel Olga, (2009). Such individual attention will increase customer satisfaction and will enhance the guest's experience. It will also increase guests' loyalty to the property and increases chances of repeated stays.

Amenities in boutique hotels

Kandampully et al., (2001) and Vallen and Vallen (2005) define amenities as “any extra product or service found in the hotel: a swimming pool, concierge desk, health spa, and so on”. Amenities such as a fully-fledged health spa were in the past only associated with luxury properties.

Hotels that offer such amenities suffer an increase in their operating costs that do not necessarily result in direct increase in profits, but it brings perceived value for money to the customers, and increased customer satisfaction. It becomes a headache for hoteliers when they are faced with the decision to choose which are the most beneficial amenities to offer. According to Gilmore and Pine (2002, p 87-96) and McNeil and Ragins (2005, p 29-38) there was an increase in the demand for spas and spa services in the resort industry, but this may differ and is subjective to locality, ambience and setting.

Due to their restricted size, boutique hotels were usually made up of only rooms with a nicely decorated reception. Today we are experiencing change, as boutique hotels are reducing their room capacities in order to be able to offer ancillary services such as food and beverage, and wellness services. Although this will reduce their room inventory, these services will add benefit to their clients and will also create other income streams which will partly make up for the lost room revenue. As per Maltese legislation, it is mandatory in Malta that five-and four-star hotels have an indoor and outdoor pool, but it is not mandatory to have wellness facilities. Since boutique hotels in Malta operate under a guesthouse license such facilities are not mandatory.

These facilities are costly to maintain and operate, especially in boutique hotels since a high percentage of these costs are fixed and not variable. Therefore, when these costs are divided by the number of rooms in a property, such costs are much higher per room for boutique hotels when compared to large hotels. Although guests choose boutique hotels because of the experience that they offer, they may also tend to choose a large hotel over a boutique hotel due to lack of services and facilities in boutique hotels which are found in large hotels.

Challenges boutique hotels are facing

Facilities and amenities

Boutique hotels are not always able to compete with luxury hotels when it comes to facilities and amenities. Due to size limitations, boutique hotels are not able to offer many services and when they are able to, this is usually on a very small scale. Furthermore, boutique hotels tend to operate on a leaner workforce due to the limited capacity and costs and therefore would not be able to operate a fully-fledged service. Boutique hotels have to counterbalance the added benefit of offering ancillary services with the number of rooms in their inventory in order to be sustainable.

Restoration and conservation

Boutique hotels are usually located in old buildings which have to be restored to their original glory and also need to be adapted to meet the legislation of a hotel to be able to have a licence to operate. Conserving an old building poses many more challenges than constructing a new building. Even the location could prove to be difficult when it comes to renovation due to limited access.

Such challenges include how to pass services such as cabling and rewiring, the inability to make structural alterations, inability to use certain equipment due to access limitation and noise pollution. Boutique hotels give a lot of importance to the surroundings, decorations and the design of each unique room which is a challenge for the artistic director responsible for the project.

Airbnb

The tourism industry is facing the Airbnb era where every household is given the opportunity to open its doors to welcome travellers and even give the traveller that magnificent experience that both large hotels and boutique hotels are not able to offer. Gabor Forgacs (2016, p 509-515) said that “Airbnb claims to have had over 60 million guests and to offer accommodation rentals in 34,000 cities in 190 countries.” This is creating a competitive disadvantage to hotels and boutique hotels since such households do not have any fixed costs and are not licensed.

According to a study performed by Deloitte and as per NSO statistics, in 2018 the number of private accommodations in Malta added up to 46% of total guest nights which is quite high. Airbnb accommodation in Malta has increased sharply in the last couple of years.

Such a phenomenon can be limited by making it a requisite that prospective properties provide a licence upon listing their properties on such platforms.

Hotels have an advantage over Airbnb because they do not only have the right setup to record and monitor revenue, but they also have access to a wide range of data which they can analyse and populate in order to help them in their decision-making.

Staffing

Employing staff is an issue as employees in boutique hotels are usually all-rounders since the property is small and departments are limited. Staff cannot do specialised jobs and therefore their skills and knowledge need to be broad. Furthermore, job rotation in boutique hotels is key, as staff could be required to substitute their colleagues in case of sickness or emergencies.

Accommodation in Malta

Licensing

In Malta, under the present regulation, premises can obtain a classification of a five, four, three, or two-star accommodation, guest house, hostel, aparthotel, and tourist village. There is no special classification for boutique hotels since this is a rather new phenomenon in Malta. The Malta Tourism Authority considers exemptions from the five, four, three and two-star accommodation criteria only when the premises are of heritage importance and so it could result in structural limitations. In order to operate a boutique hotel and where exemption does not apply, one could obtain a guest house licence. This licence has its limitations as it does not cover any ancillary facilities and a separate licence needs to be obtained for the additional facility. This puts boutique hotels at a disadvantage because they cannot rate their property, nor can they use the word 'hotel' in their name. Furthermore, this category does not differentiate between a standard guesthouse and a high standard, designer finished boutique hotel with ancillary services.

In 2022, Mr. George Micallef, Mala Hotels and Restaurants Association (MHRA) President revealed that they were in consultation with the Malta Tourism Authority (MTA) so that rather than introducing a label for five-, four- and three-star boutique hotels, a single category is introduced for properties of less than 50 rooms, which offer a quality product and a high level of service but not necessarily with all the facilities that would have been compulsory in high-end hotels which have more than 100 rooms.

Market trends in Malta

The National Statistics Office issues yearly data on all the accommodation in Malta ranging from four-star, five-star and other accommodation. The other accommodation includes guesthouses, hostels and tourist villages. Due to lack of legislation for boutique hotels in Malta, such establishments fall under the remit of guesthouses and therefore fall under the Other Accommodation category.

The below graph shows how over the years there was a constant increase in travellers opting to stay in 'other accommodation'. This category has seen an increase of 159% from 2015 to 2019, almost tripling in figures, while the five-star and the four-star accommodation had an increase of 3.8% and 35.4% respectively. The year 2020 was not included in this study due to the exceptional circumstances of the COVID-19

pandemic. The pandemic will also affect the 2021 figures as it will take time for tourism to rebound back to pre-COVID-19 figures. This shows that the increase in other accommodation has increased drastically and although we don't have the specific data for boutique hotels, one can conclude that such an increase is mainly due to increase in demand of boutique hotels as tourists are looking more and more to travel in style and stay in unforgettable, designer finished properties with a touch of personality. Such a conclusion is also drawn from the fact that the phenomenon of boutique hotels has hit the Maltese Islands and in the last few years we have seen numerous boutique hotels opening up across the islands.

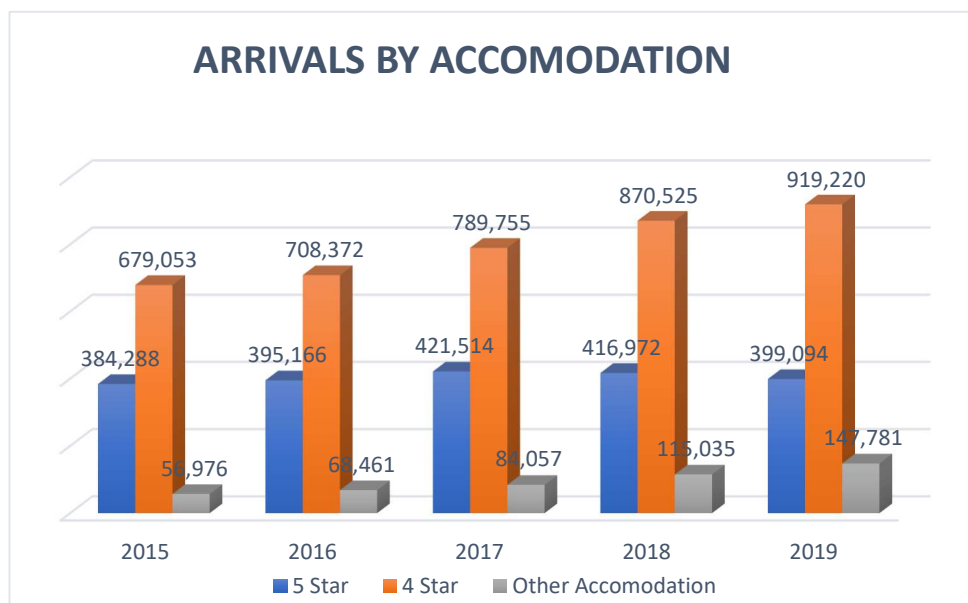


Figure 01: Arrivals by Accommodation – Source: National Statistics Office

According to Eurostat 2019, expenditure on accommodation accounted for one third of the tourism budget of EU residents. It is stated that 34% of the tourism expenditure was spent on accommodation while 30% on transport and 36% on miscellaneous costs.

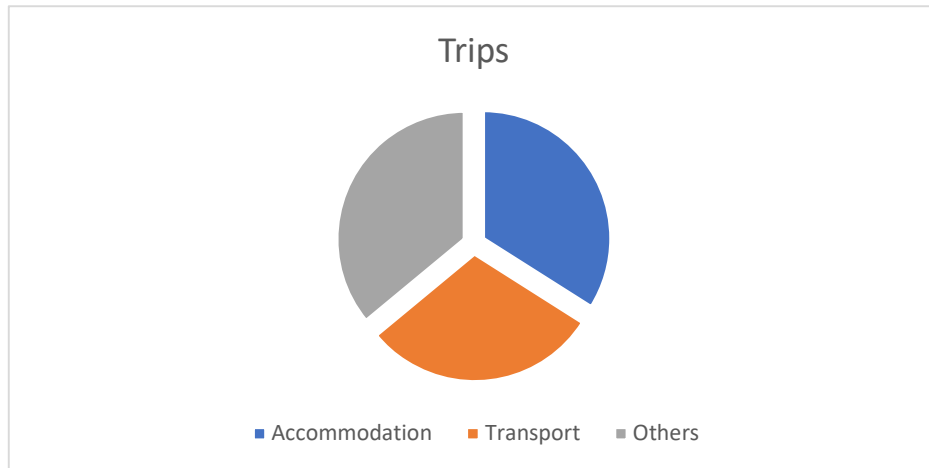


Figure 02: Expenditure among accommodation, transport and others

Further analysis of the Eurostat statistics shows that on average, expenditure per trip was higher for trips where the main accommodation was rented. The average cost of trips spent at hotels was €655 when compared to the overall average of €421. Tourists spent an average of €230 for trips where they stayed at their own holiday home and €173 when accommodation is provided free of charge by friends or relatives.

Boutique hotels in Malta

For this research an analysis of the current accommodation premises with less than 50 rooms in Malta was conducted. The data was gathered from the Malta Tourism Authority together with other information provided from booking.com, a well-established online travel agent.

In Malta, the market offers 147 licensed accommodation premises which have 50 or less guest rooms. These premises are licenced under four different categories; apart-hotels, hostels, hotels and guest houses. Out of the 147 premises, two are licensed under apart-hotels, two are licensed as hostels, 38 as hotels and 105 as guest houses. No information was found on 42 properties and an assumption was made that these have closed down. After excluding the 42 properties what remain are one apart-hotel, two hostels, 26 hotels and 76 guest house which are licenced and have less than 50 guest rooms.

These 105-accommodation premises in total make up 1,668 guest rooms, equivalent to 3,450 bed covers. Such accommodation premises are located across Malta and have been divided into five categories; nine properties in city centres, 30 properties in beach villages, two properties in the entertainment area, 35 properties in towns and villages

and 29 properties in the capital city Valletta. This shows that in terms of location, the capital city has the largest cluster of accommodation with less than 50 rooms.

The quality finish of accommodation is very important and while gathering reviews from booking.com it was noticed that 60 properties are designer finished with a very stylish décor, and 39 hotels are set in unique historical buildings. There were only a few 13 outdated properties which are in waiting for a total refurbishment.

In today's competitive world, it is very important to have a competitive advantage and so boutique hotels started to evolve and instead of having only highly decorated rooms, they also started to introduce ancillary facilities to the hotel's design. From the 105 establishments analysed, 59 properties offer only guest rooms. This means that 56 % of the hotels having less than 50 rooms do not offer any other facilities to their guests apart from the room and breakfast. From the analysis, it was further established that 30 properties (29%) have food and beverage outlets, 29 properties (28%) have an outdoor pool facility, six properties (6%) have a spa, five properties (5%) have an indoor pool, five properties (28%) have a fitness area, and just three properties (3%) offer a parking area to their guests.

This shows that small hotels consider food and beverage services and an outdoor pool a necessary facility to offer their guests. An analysis of the review scores on booking.com showed that all the establishment have several reviews, and the average score is 8.8, which is considered quite high. In order to have a reliable average score those hotels having less than 100 reviews were eliminated from the analysis. The highest review score was 9.6 while the lowest score was 7.0.

Sustainability

Economic sustainability is a very important issue that is currently being faced by many organizations the world over and this is also being felt in the boutique hotel industry. Economic sustainability means support for the economic growth of the firm to be profitable in the long term Zaiton et al, (2016, p 73-81). Sustainability includes risk management, good governance, profitability and ethical business practices. For long term sustainability, hotels need to consider asset optimization, application of cost savings methods, motivating the human resources of the hotel, meeting guests expectations and wisely monitoring the return on the investment.

According to Masau and Prideaux (2003, p 197-208), over the past few decades, hoteliers have changed their focus to more sustainable hotel operations. Such sustainable methodologies can lead to both financial and non-financial benefits to the hotel. From research conducted by Tisca et al (2015); Gogus and Apak (2017); Cetin and Walls (2016) and Fuentes – Moraleda et al (2019), it was evident that the entrepreneurs in the boutique hotel market are looking for sustainable solutions to make the operations more economically sustainable.

Achieving sustainability goals has become a challenge to hotels due to a range of reasons. Dos et al (2017) identifies: a. Lack of sustainable practices, Buckley (2012, p 528-546) mentions b. Economic, Legal, Technological and Social changes, Ponnappurebby et al (2017, p 1-19) point out c. Changes of buyer behaviour and perception, Pan (2017) d. Rising competition, Font and McCabe (2017, p 869-883) mention e. Market development and sustainable product development and last Do Nascimento (2017) found f. Changes of stakeholder perception.

Characteristics of economic sustainability in boutique hotels

Maintaining sustainability of any hotel including that of boutique hotels requires a number of factors. The following factors were identified by different authors as characteristics necessary for the economic sustainability and which can be applied to boutique hotels, namely; price, attractiveness of location, design and attractiveness, value added service, cleanliness, relaxation opportunities, economic performance, environment concern, managing competition, innovation, quality management, managing human resources and online presence of the boutique hotels.

Price

The price needs to be kept in a way that the hotel delivers its promised value so that the guest is satisfied. According to Hu et al (2009) this positive relationship between the price, value and satisfaction directly affects the sustainability of the boutique hotels. Value for money incentivise guest to re visit the hotel and also suggest it to other potential clients.

Location

Traditionally, boutique hotels are located in established destinations and marketing themselves based on the competitive advantages of the destination Ritchie and Crouch,

(2003); Liu (2003); Valeri and Fadlon, (2016); Anuar et al (2016). Taking for example Palazzo Consiglia in Valletta was renovated by keeping the historical features of the place, thick walls, high ceiling together with the central courtyard which gives fresh air to the rooms.

Boutique hotels are considered to be brand ambassadors when it comes to show the island local identity, art and literature. Making culture as part of the hotel story and giving the guest that cultural experience for sure will give the guest an unforgettable experience. Cooking sessions with the guests learning about local cuisine or small local folk music playing in the background

Design and attractiveness

Designing a boutique hotel should involve cultural aspects, environmental considerations, the adoption of new technology etc. The design of the hotel should be in line with today trends and guests' expectations. The design should also take care of the guests needs and practically while residing in the hotel.

Value Added Service.

Some boutique hotels would also go that extra step by offering something special and partnership with other entities in the vicinities. Taking a free bike ride and go exploring the village core with planned activities such as olive picking, strawberry picking, exploring the cultivating of bees according to the session. According to Legrand (2017) focus on guest services, making sure that service is consistent together with efficiency in the service offered are amongst key elements for sustainability.

Relaxation opportunities

Wellness tourism in the past years grow with a very high rate. Matching the daily lifestyle of the guests to the services delivery of the hotels will develop a unique position in the target market min set to move to a higher position comparted to the competitors. Such options could involve fitness programmes, yoga, Taj chi, meditation, together with an organic food and beverage menu.

Environmental concerns

In today's world the utmost importance is given to the environment. A hotel offering a high-end experience does not mean that the management cannot keep with green conventions. Guest could experience an eco-friendly hotel room for example instead

of putting the plastic water bottle a glass carafe could make the guest feels homier. Using local artisan bed sheets, organic bathroom amenities and recycled paper note pad could all add character to the hotel.

Managing Competition

Competitiveness needs to be managed and tackled efficiently so that a hotel remains sustainable at all times. Competition is usually determined by the price and the segment, taking Malta the competition between boutique hotels in the capital city have increase along the years as newly hotels continued to open and also offering added benefits which make them more competitive than others.

Innovation

Innovation become the hearth of success, innovation could be implemented in service, procedures, systems and even in competitive advantage which all together could yield more revenue opportunities leading to long term sustainability.

Quality management

Mok (2013) and Alharb (2016) pointed out that similar to other service companies, boutique hotels also implement a range of procedures improved the service quality offer by them to obtain a higher competitive advantage. Today quality is not an issue any more, quality is the new strategy in order to gain long-term sustainability.

Managing human capital

Human capital in the industry is a big issue and finding the right people is a big headache. To mitigate the problem, hotels need to adopt a reliable human resources department to keep up to date with the staff required and make sure that the adequate training is given so that the service is not affected. The human resources should work in line with the hotel strategy.

Long-term strategic planning

Planning is crucial in every organisation to reach the aims and objectives with long-term sustainability. A hotel will be able to drive its vision if there is a long-term strategic plan including the elements mentioned above, and which are amended from every now and then to be sensitive to current times.

Managing the guests

Guest satisfaction is of utmost importance as this creates guest loyalty. Not only, but a satisfied guest will probably recommend the hotel to their families and friends as their experience was a memorable one.

Online presence

The online performance of a hotel has recently become a novel concept to the industry. Identification of guests' needs and wants is very important for a successful digital marketing strategy and which in turn leads to their sustainability. Strong attention should therefore be paid to online marketing, online presence on all platforms, online reviews and comments, as well as competitors' online activities to maintain a competitive advantage.

Conclusion

The literature review has provided the research with a range of key concepts in understanding what is meant by boutique hotels. Through the literature review, the researcher attempts to set out key characteristics and factors that need to be considered when defining the term "boutique hotel". It is clear that travellers are attentive to what accommodation they choose and if boutique hotels want to attract further tourists it is important for them to understand how they can cope with the challenges they are facing. What is currently popular will not necessarily remain popular but if boutique hotel operators respond to travellers' needs then growth will be sustainable.

Although there has been a trend in the larger chains to establish subsidiary chains that attempt to mirror the essence of small boutique hotels, the review has shown that travellers are looking for authenticity and prefer boutique hotels that are individually owned. However, these authentic boutique hotels do not have the level of resources compared to the larger chain hotels and this, in the researcher's opinion, puts them at a disadvantage.

As explained the key characteristics of boutique hotels could be summarized as authenticity, uniqueness and friendly staff, which make for a great experience for the guest. Malta itself is a unique country with its own characteristics and usually such boutique hotels are embedded in the ambience of the particular city or village. Maltese

people in general are friendly and help to offer that homely and welcoming environment which is fundamental for the service boutique hotels offer.

The limited number of rooms offers boutique hotel guests the opportunity to enjoy a one-to-one service, meaning more personal attention. A large hotel with over 100 rooms will find it difficult to offer such personal attention. In order to handle the volume of guests, large hotels are limited in the level of personal attention they can give each guest.

When it comes to Airbnb the literature review has shown that this concept is also in a position to offer personal attention as the host usually manages a property or two and so is hands on to welcome guests.

Travellers who are interested in a “home from home feel” type of accommodation are more likely to opt for Airbnb, whereas those travellers looking to be pampered and stay in a well-designed room will go for a boutique hotel.

In the researcher’s opinion, the literature review has shown that both boutique hotels and Airbnb are a threat to a 5-star hotel and this is also shown in the latest statistics where 5-star hotels expressed their concerns as they experience a drop in occupancy.

Due to their size, boutique hotels can benefit from partnering with influencers as these can show off the unique experience and services of a boutique hotel. Today’s potential guests are finding influencers trustworthy and in the researcher’s opinion are more likely to book a hotel which has been reviewed by an influencer.

Both boutique hotels and Airbnb properties don’t have strict corporate guidelines and this gives them the flexibility to change and alter according to the guest demand. When staying in large chain hotels everything needs to be done according to the standard operating procedures and nothing can be altered quickly.

Having considered the literature on the growth of popularity of boutique hotels in Malta it can be said that they have the potential to play a vital role in promoting Malta as a destination. Malta could also become an island that offers a range of individual boutique hotels thereby giving its tourists a unique experience.

Having boutique hotels located in converted small palaces in Valletta could offer a historical experience that other boutique hotels could not offer as they are unique to

Malta. Such boutique hotels could reflect the history of the property, incorporating aspects of previous residents and their importance in society at the time.

On the other hand, boutique hotels located in the villages could provide guests with a true experience of locals' everyday life, which can only be found in such villages. Experiences in villages could be enhanced by providing history of the location, organising cultural walks together with cooking local Maltese dishes.

All this could be incorporated when promoting the Maltese islands and it is all this that makes Malta unique and different. Today's contemporary travellers are seeking authentic experiences and not what the standard 5-star hotels offer. Boutique hotels can play a very important role as brand ambassadors to Malta as they give an identity to the island along with a unique experience.

The literature review has indicated the very important role of boutique hotels have to play as brand ambassadors for Malta. It is clear that one obstacle remains in that fact that they are still not recognised by the Malta Tourism Authority. In the researcher's opinion it can be argued that if we have such potential in boutique hotels, legislation should be put in place with immediate effect.

It would seem to be contradictory in that boutique hotels are attributed so much importance by the tourist but not by the Malta Tourism Authority. This jeopardises Malta's reputation and other hotels in the sector because having the majority of boutique hotels operate under a guest house licence looks very unprofessional, particularly with foreigners who do not know the situation in Malta and who may easily think that operators are not being clear about their hotel.

Everything needs to be aligned and covered by legislation which classifies them according to the range of services they offer. There is a difference between a boutique hotel that offers rooms as opposed to one which also includes facilities such as food and beverage outlets or a spa.

CHAPTER THREE

CHAPTER THREE - RESEARCH METHODOLOGY

Introduction

This section deals with the research methodology chosen to complete the dissertation. The research methodology entails the design of a research strategy, that is, the overall approach of how the researcher will go about answering the research question. According to Saunders, Lewis & Thornhill (2019 p 5) research can be defined as the systematic process that is carried out with the purpose of finding things out. Research is about answering unanswered questions or also creating questions that have yet to be asked. Everything we know had to be discovered, and as Leedy (2018) said, “heart of every research project is the problem. It is paramount to the success of the research effort” Leedy & Ormrod (2018 p 49).

In general, there are two types of research: (1) basic or exploratory and (2) operational or applied Saunders et al, (2019). Exploratory research is concerned with the discovery of knowledge for its own sake. The scientist builds conceptual models and tests various hypotheses against them. Many of the published results of such research would appear highly theoretical and of little practical applicability to the business manager. Some results however, have been applied and found useful.

Exploratory research provides a useful means to find out what is happening, to seek new insights, to ask questions and to assess phenomena in a new light. This is of particular relevance when attempting to clarify understanding of a problem. According to Saunders et al, (2019) there are three main ways of carrying out exploratory research:

- A search of literature
- Talking to experts in the subject
- Conducting focus group interviews

The advantages of this approach are that it provides the researcher with flexibility and is adaptable to change. Thus, the researcher employing this approach must be willing to change direction as a result of new data that appears and new insights that occur throughout the research process.

However, it must be noted that there are a wide range of research approaches and methods that can be mixed and matched and each method, tool or technique has its strengths and weaknesses. Saunders et al argue that in most cases it is often good to choose from a selection of research methods and it is normal for research to combine quantitative and qualitative/ primary and secondary data.

As Saunders et al (2019) note, by combining a number of methods there are two clear advantages to using a multi-method approach:

1. Different methods can be used for different purposes in a study;
2. Enables *triangulation*, which refers to the use of different data collection methods within one study in order to ensure that the data are telling you what you think they are telling you. For example; semi-structured group interviews may be a valuable way of triangulating data collected by other means such as a questionnaire.

Choice of Research Approach: Deductive vs. Inductive

The extent to which the researcher is clear about the theory at this stage is important with regard to the design of any research project and the issue that has to be decided is whether the research to be carried out will be deductive or inductive.

A deductive approach works at developing a theory and hypothesis and designing a research strategy to test the hypothesis. This approach has a number of important characteristics including the fact that it is based on the search to explain causal relationships between variables. As a result, there is a need for the researcher to be independent of what is being observed and that concepts need to be operationalised in a way that enables facts to be measured quantitatively. Thus, in order to be able to generalise about regularities in human social behaviour it is necessary to select samples of sufficient numerical size

On the other hand, an inductive approach focuses on collecting data and developing a theory as a result of the researcher's data analyses. Thus, its primary concern is with the context in which events are taking place and as a result the study of small samples is more appropriate than the large numbers needed for a deductive approach.

Saunders et al., (2019) adequately sum up the choices the researcher faces when considering which approach to implement.

Deduction focuses on:

- Scientific principles
- Moving from theory to data
- Need to explain causal relationships between variables
- Collection of quantitative data
- Application of controls to ensure validity of data
- Operationalisation of concepts to ensure clarity of definition
- Highly structured approach
- Researcher independence of what is being researched
- Selection of samples sufficient size in order to generalise conclusions

Whereas induction focuses on:

- Gaining understanding of the meanings humans attach to events
- Close understanding of the research context
- Collection of qualitative data
- More flexible structure to permit changes of research emphasis as the research progresses
- Realisation that the researcher is part of the research process
- Less concern with the need to generalise

Of course, it is possible to combine approaches within the same piece of research but the approach chosen has a number of results for the overall research. Firstly, it allows the researcher to take a more informed decision about the research design. It will also help the researcher think about those research approaches that will work for the aim, for example if the aim is to find out why something is happening then an inductive will be adopted whereas if it is to describe what is happening then it will be deductive. Finally, knowledge of different research traditions allows the researcher to adapt

his/her research design to cater for constraints such as limited access to data or lack of prior knowledge of subject.

Thus, deciding which research approach to adopt very much depends on the nature of the research topic. If there is a wealth of literature in which there is a theoretical framework and a hypothesis, it is more likely to be a deductive approach. For research on a topic which is new, exciting and about which there is little literature it is more appropriate to generate data and analyse and reflect on what theoretical themes the data is suggesting.

Quantitative vs. Qualitative Methods

Quantitative research is that type of research which explains the findings by collecting numerical data that is analysed using mathematical based methods. Quantitative research yields mathematical results which acts a starting point of interpretation within the researcher framework as per Leedy & Ormrod (2018). Williams, (2005) states that “Quantitative research involves the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute alternative knowledge claims” Furthermore, Williams (2005) remarks that quantitative research starts with a statement of a problem, generating of hypothesis or research question, reviewing related literature, and a quantitative analysis of data.

Quantitative methods are best used to establish hard, objective facts and in this respect need to be reliable in a positivistic sense. "With the quantitative method, we will collect facts and study the relationship of one set of facts to another. By using scientific techniques, we will produce quantified and, if possible, generalised conclusions..." Judith Bell, (2010).

A quantitative approach is complementary. One proceeds from the positivist assumption that if something exists, it exists in some degree, and can therefore be numerically measured, and it is characterised by a number of characteristics. Firstly, it involves the researcher focusing on a limited number of variables and constants which are important to the researcher and what they are aiming to investigate. This leads to the researcher identifying what is important and what is not in regard to the research topic and helps the researcher try to give meaning to the ways in which certain elements are structured and interrelated.

On the other hand, qualitative methods place emphasis on personal interaction. Quantitative researchers collect facts and study the relationship of one set of facts to another. They measure, using scientific techniques that are likely to produce quantified and, if possible, generalisable conclusions Saunders et al; (2019). Researchers adopting a qualitative perspective are more concerned to understand individuals' perceptions of the world. They seek insight rather than statistical analysis. They doubt whether social 'facts' exist and question whether a 'scientific' approach can be used when dealing with human beings.

Triangulation

The triangulation of the research methodologies (methodological triangulation) was chosen as the most relevant tactic in order to achieve the general aims and objectives of this research dissertation. According to Denzin and Lincoln (2017), triangulation is an approach in which "multiple observers, theoretical perspectives, sources of data, and methodologies" are combined.

The main reason for the use of triangulation was to avoid the danger of circularity, meaning the situation on which the chosen methodology does not deliver the researcher's biases rather than his/her research aims and objectives. According to Bell (2010), "with the quantitative method, we will collect facts and study the relationship of one set of facts to another. By using scientific techniques, we will produce quantified and, if possible, generalisable conclusions. In order to understand the individual's perception of our products we will use qualitative methods."

The application of the methodological triangulation also led to the achievement of valid and reliable results from the research, because these results did not come from a single methodological approach but from the use of multiple methods. "Multiple and independent methods which investigate the same problem if reaching the same conclusions should have greater validity and reliability than a simple methodological approach to a problem" Gill and Johnson, (2010).

In addition to allowing the cross-checking of data, the use of quantitative and qualitative research in conjunction with one another may often allow access to different levels of reality. Precisely because quantitative research and qualitative research have their own strengths and weaknesses, it is not difficult to envisage that each will be relevant to some issues but not to others. Another advantage of the use of

triangulation is that "...multiple and independent methods which investigate the same problem if reach the same conclusions should have greater validity and reliability than a simple methodological approach to a problem..." Gill & Johnson, (2010). According to J. Bell (2010), "reliability is the extent to which a test or procedure produces similar results under constant condition in all occasion!"

Design

Research methodology involves the identification, selection, process, and the analysis of a particular subject. The American sociologist Earl Robert Babbie explained, "Research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. Research involves inductive and deductive methods." The inductive method involves qualitative research while the deductive method is associated with quantitative research.

The researcher came up with a framework in order to analyse the current properties of boutique hotels in Malta with 50 or less guest rooms. Lindbergh and Orbé (2015), the founders of the first crowdsourced boutique hotel, Amberlair, define boutique hotels as having no more than 50 rooms and not less than 10. The researcher carefully studied from where he could obtain reliable information to be able to produce an informative table of hotels of less than 50 rooms. Since booking.com has been active for many years and has been considered a leader in the sector it was decided to gather the information from here.

The research was initiated with the obtaining of a list of all premises from the Malta Tourism Authority. The list was then sorted to show those premises that had under 50 rooms. While the primary source for hotels was booking.com, if there was need for confirmation of if any doubts arose, then other sources were used. This research thus led to detailed information about the location, facilities and review scores of all the hotels. It also resulted in a list of premises that despite having a licence are not operating. This analysis helped the researcher for the quantitative and qualitative research. It was decided that to get better knowledge of the subject it would be preferable to conduct both surveys and interviews.

Process

For this study a mixed method methodology was adopted, specifically following an exploratory sequential design approach to be able to answer the research question;

PHASE	PROCESS	INPUT / OUTPUT
Pre-Study Phase	Literature / Sites	<ul style="list-style-type: none"> Knowledge on the subject matter was obtained which allowed identification of the gap – in this case on boutique hotels.
First Phase Quantitative Approach	Questionnaire	<ul style="list-style-type: none"> Questionnaires to gather feedback and opinions of individuals on boutiques were conducted among the public. Surveys offered the opportunity to obtain more knowledge on key factors such as why a boutique hotel is chosen by a traveller, expectations, etc.
Second Phase Qualitative Approach	Semi-structured Interviews	<ul style="list-style-type: none"> Interviews were conducted with General Managers of boutique hotels and artistic directors. The interviews were based on the knowledge gathered from the questionnaires, while also focusing on the sustainability of such hotels.
	Semi - Structured Interviews	<ul style="list-style-type: none"> Interviews with concept directors who have experience in hotels were also conducted to be able to compliment and support the information gathered from General Managers in relation to offering a unique boutique experience.
Final Phase	Conclusion & Implications	The information collected from the quantitative study and from the qualitative study was amalgamated, evaluated and analysed to reach a conclusion and answer the research question.

Quantitative Study

Surveys were conducted among the public in to gain their insights and preferences with regard to boutique hotels. Through the analysis of the participants' feedback and opinions, the researcher came up with statistics on the trends, preferences and guests' expectations. The survey question as included in Appendix A totalled 37 questions which were mainly structured around these topics: hotel locations, motivation in choosing a hotel, experience in a hotel and facilities in a boutique hotel.

Sampling

The aim of the quantitative study was to obtain the views and opinions of a specific group of the public. The participants were specifically selected as people who were well travelled. They were also of different age groups and different backgrounds, in order to better identify trends.

A pilot study is usually conducted prior to research in order to get feedback before distributing it to the public. In this case, a pilot study was conducted with family and some close friends to get their feedback. The feedback received in general was very positive with everyone completing the survey without any difficulties.

Following the pilot study, it was decided that the survey could be distributed to the public.

Data collection

The quantitative data was collected by conducting surveys and questionnaires among the public. The surveys were uploaded online to facilitate the distribution and filling in of the questionnaires. Links with the survey were also easily accessible via email and were also made available online. The survey was designed as a form that would not take more than 15 minutes to complete, so as not to discourage participation. To further encourage participation, participants could enter a lottery where they could win a prize as a form of thank you.

The projected number of participants was about 250 people in order to have a very good pool of participants from where the data could be gathered and eventually analyzed. The survey was made available for three months which gave the people reasonable time to decide to participate. During those months participants would also be reminded to participate and even repost the survey on the medias chosen.

With today's technology it was decided to use a digital software called questionpro.com, which gave the possibility to share the survey digitally and even collect data straight away and analyse it in a very short time. Such software also gave the opportunity to have accurate results as the researcher did not need to enter the results where mistakes could have been made. The software also enables the researcher to design the survey as needed by using templates already available and adjust as required.

The data gathered would allow one to gain very good insight into the public thoughts and opinions about boutique hotels which in return would allow the researcher to formulate the interviews with the general managers.

Limitations

The outcomes from the quantitative study can be a bit limited for the reason that not all participants would have experienced boutique hotel accommodation particularly those located in Malta. Furthermore, the participants' views could be subjective to their own experience at a specific hotel which can be both positive and negative.

Foreign participants were a bit limited due to the COVID-19 pandemic travel restrictions. Such limitations were mitigated by generating an electronic survey which was answered online. It also proved to be a bit difficult to reach mature participants who were not familiar with technology, and thus were not willing to participate in the survey online. This was mitigated by offering hard copies of the questionnaires to the older generation but again this was limited due to COVID-19 restrictions.

Qualitative study

Qualitative research was used to gather information and knowledge from hotel managers of boutique hotels and also from artistic director.

Sampling

The hotels chosen were those located in the cities where the influx of tourists is the greatest. These were namely St Julian's, Sliema and Valletta, where the greatest number of boutique hotels are found.

Interviews were conducted with rather experienced general managers and could provide good insight into the day-to-day operations of the hotel. The interviewees were selected from LinkedIn profiles, through hotel websites and also Facebook profiles.

The concept directors were chosen diligently and with the right experience in the hotel industry. Concept directors without a background in hotels would not be able to give proper insight and feedback on the subject, nor offer solutions to the challenges being faced by boutique hotels to offer that unique experience to its guests.

Data collection

Interviews allowed personal and direct contact with the interviewees which would eliminate the risk of questions being unanswered or misinterpreted and also a discussion could flow from where relevant data could be elevated.

(i) Interviews with general managers

The researcher conducted interviews with general managers of boutique hotels to better understand the mechanisms behind the operations of the hotels.

The interviews were based on the outcome of the quantitative study and used to gain insight into both sides: the guests and service provider.

The interviews with the general managers were designed based on the results of the quantitative research, as a reconfirmation of the results or otherwise. The aim was to complement and give further insight into the expectations of guests and how these could be satisfied or aimed for.

The interviews with the hotel general managers were conducted before the interviews with the concept director to get more insight into the market and hotel operations and to be able to formulate questions for the concept director. From these interviews, the researcher gathered information about the operations of boutique hotels and what makes them unique in terms of service and experience which also includes the whole boutique concept. From this study, semi-structured interviews were performed with the concept directors, to get more insight into the boutique hotel concept.

(ii) Interviews with the concept directors

Concept directors were interviewed to complement and further support the knowledge gained from surveys with the public as well as the interviews with the general managers. Through the surveys, participants gave their opinions of what they expect from boutique hotels and what determines whether they choose a boutique hotel over other hotels. The interview with the general managers gave insight into how these expectations can be met and the challenges of offering a such a unique experience. The

interview with the concept directors addressed their input in coming up with a unique boutique hotel which offers the guests an unforgettable experience.

A disadvantage of conducting interviews was that both the interviewer and the interviewee could deviate from the subject or the interviewee would not be prepared or have enough time to think to answer properly certain questions. For this reason, a semi-structured interview, with questions prepared beforehand as a guidance to the researcher, was essential.

Limitations

Setting up appointments to collect qualitative data from hotel managers and concept directors proved difficult due to their busy schedule or limited due to time constraints. Furthermore, some interviewees were unwilling to share certain knowledge or information which they deemed confidential. The option of having an online interview via Teams, Zoom or any other online means, provided greater flexibility but also lacked the personal interaction and connectivity and interfered with proper understanding of certain discussions.

Interviews with general managers of boutique hotels and concept directors who have experience in hotel setups proved to be difficult to conduct since the concept of boutique hotels in Malta is quite new and thus it was difficult to find the right interviewees with the right experience in this category.

Data analysis

Quantitative research

After collecting the data from questionnaires and surveys in the quantitative research, raw material was statistically analysed so it could be converted into meaningful information and also be understood better and even compared to other data of other researchers.

Data collected was validated to ensure it was collected as per determined guidelines enabling a correct and complete analysis that would provide a realistic picture.

Validation was done in 4 steps:

Fraud: Participants made sure that they were actually interviewed;

Screening: Participants were chosen as per guidelines and that they fell under the predetermined criteria;

Procedure: It was checked that the data was collected as per procedures;

Complete: It was ensured that all participants answered all questions in the questionnaire.

A descriptive analysis allowed the researcher to summarise the data and even come up with patterns of the data collected.

- Mean: the average of a set of numbers;
- Median: midpoint of a set of values;
- Mode: the most common number in a set of data;
- Percentage: is used to express how a value correlates to a large set of data;
- Frequency: the number of times a number is chosen;
- Range: the smallest and largest value in a set of data.

Qualitative research

When conducting an interview, the most common form of analysing qualitative data is content analysis. Such analysis was used to analyse documented information in the form of text and media. Data analysis was the most important part of research. An analysis which is weak produces inaccurate results that hamper the authenticity of the research and also make the findings unusable.

Conclusion

Research analysis is not an easy task to perform, it takes a lot of time and dedication to obtain a result which one can rely on. The extra difficulty found in the research was that the researcher conducted both quantitative and qualitative research. With some extra effort and dedication this research was conducted and the findings are listed and described in the coming chapter.

CHAPTER FOUR

CHAPTER FOUR - RESEARCH FINDINGS

Introduction

This section goes through the findings the researcher collected during his field work. The sections evolve around what was presented in the literature review, mainly the characteristics of boutique hotels, expectations and their sustainability in the Maltese Islands.

The researcher conducted both a questionnaire – which was completed by the public – and interviews with people with good knowledge and understanding of the subject. The individuals who participated in the research have been kept anonymous as the main aim is to analyse the findings and get a better understanding of boutique hotels and not to criticise participants.

Questionnaire

Getting people to participate in the research during a pandemic was not easy and to facilitate the process individuals were requested to fill in the questionnaire online by providing them with a link. In total, 207 attempted to participate but it resulted that only ninety-six participants managed to finish it, so more than half dropped out. If the questionnaire was conducted in normal circumstances the researcher would have the probability of converting more of those 111 to finish the questionnaire. The majority of those interviewed were Maltese nationals.

The survey was carried out using a digital platform, so there was nobody present to oversee and facilitate the survey for the participant. This made it much easier for the participant to opt out. The fact that the survey was a bit lengthy could also be another factor that put off participants from completing it. Another issue could be that the questions were irrelevant to the respondents since the survey was distributed to not only frequent travellers.

In fact, 75.98% of those interviewed were nationals from Malta, followed by the United Arab Emirates at 7.35% and Great Britain at 2.94%

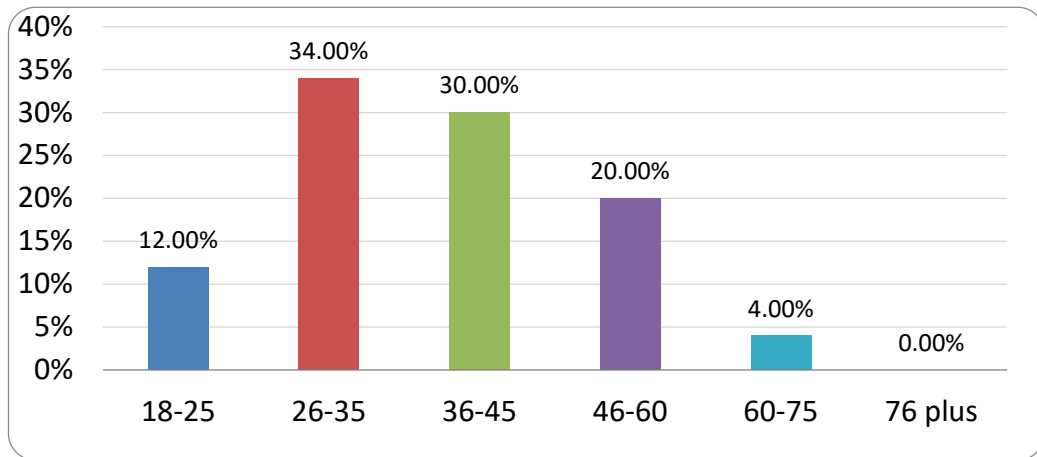


Figure 1: Questionnaire respondents according to age.

The table below shows that 12% were aged between 18 and 25, 34% between 26 and 35, with the largest participation coming from this bracket, then 30 % aged between 36 and 45, leaving 20% of the respondents aged between 46 and 60. Only 4 % were aged between 60-75 and no one over 76 answered.

The gender of those interviewed was almost in equilibrium as 53% were male and 47% were female. The majority are married with children. 98% of the people who participated know the definition of a boutique hotel. Romania, Rabantu and Niculescu (2009) define a boutique hotel as a small hotel which hires its luxurious and well-equipped rooms to guests for a short-term. During the questionnaire participants had to give their understanding of boutique hotels by choosing from the four predetermined terms.

- A. An accommodation establishment with a limited number of rooms
- B. Set in a unique building
- C. Designer finished with unique features
- D. Offer facilities such as pool, fitness area and spa

It resulted that the first 3 points are important when trying to understand the term boutique hotel as an average of 91% fully agreed with an accommodation offering a limited number of rooms, in a unique set up, finished and furnished with a design touch. When it came to the facilities only 63% agreed that they help to define a boutique hotel.

Knowledge sometimes is obtained when people experience it and 73% of those who participated have stayed in a boutique hotel while 27% of them never did. Combining Malta and Gozo a result of 54% of participants stayed in a boutique hotel on the Maltese Islands while 46% experienced a boutique hotel outside Malta.

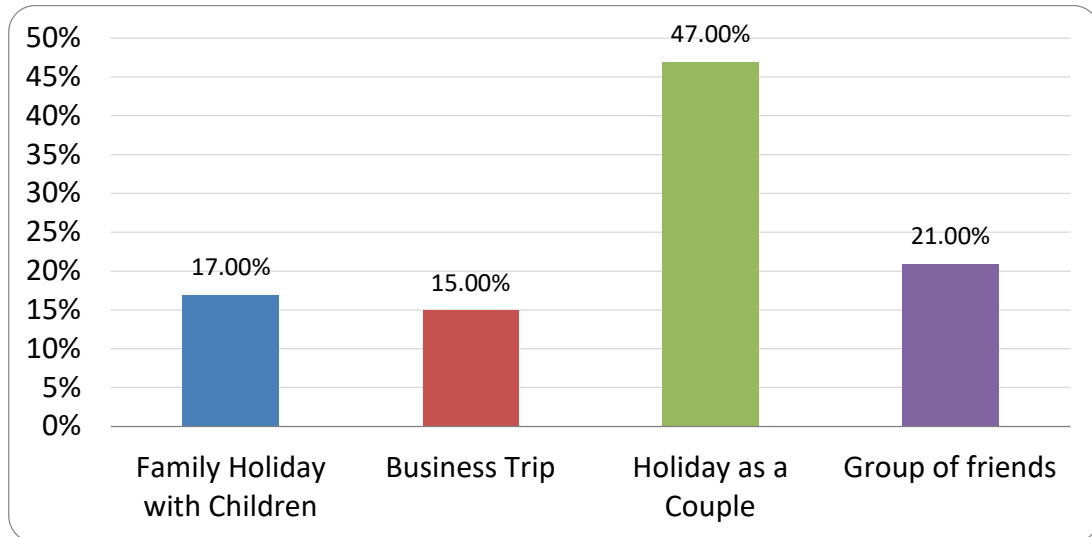


Figure 02: Purpose of staying in a boutique hotel

The graph above shows that 47% of the participants who stayed in a boutique hotel when they travelled as a couple. Personalized and professional service and an intimate atmosphere are also necessary components for any boutique hotel, according to hospitality consultants Harry Nobles and Cheryl Thompson (2008). 21% stayed in boutique hotels while travelling with their friends, 17% while they were on a holiday with the family and kids and only 15% while they were on a business trip. Of the boutique hotels that the participants experienced, 64% were located in the city centre, 20% outside the city centre and 16% in a rural area.

Staying in boutique hotels is not a one-time stay for the experience but it seems that the trend is shifting and people tend to stay more than one occasion in a boutique hotel whether they are on a business trip, a romantic gateway or with their family as from the survey it resulted that 64% stayed multiples of times while only 26% stayed once in a boutique hotel. All the participants who stayed in a boutique hotel described their experience as a positive one. In fact there were no unsatisfied participants.

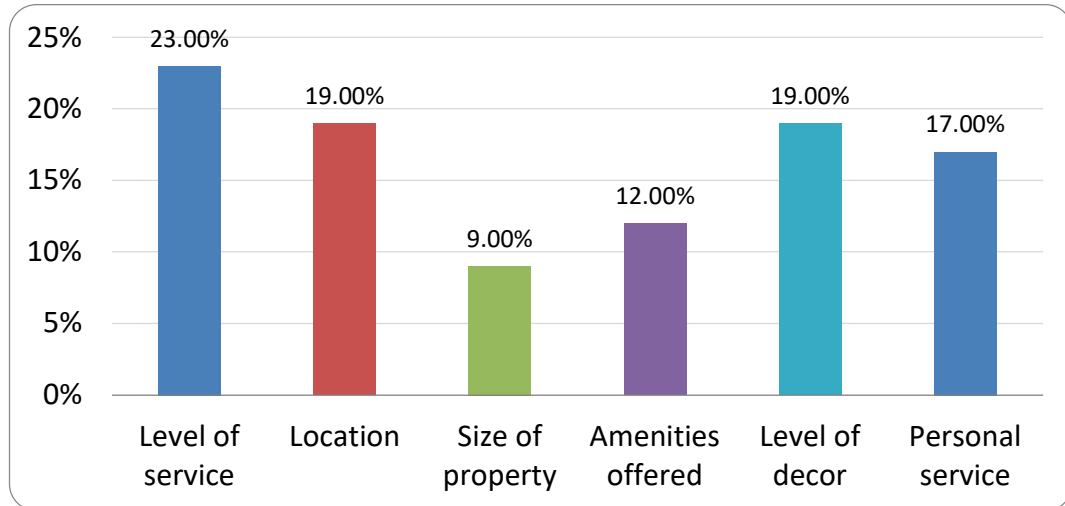


Figure 03: Factors for positive experience

Satisfaction while staying in a boutique hotel is attributed mainly to the level of service, at 23%, level of décor at 19%, location 19%, personal service at 17%, amenities offered at 12% and last but not least the size of the property at 9%. The majority of those with a score of 97% would stay again in a boutique hotel and only 3% will not.

Comparing boutique hotels with other properties, although boutique hotels started emerging in the last 10 years here in Malta, 36 % of the participants prefer to stay in boutique hotels, with 5 start hotels ranking second at 26%, 4-star hotel ranking third at 23%, 11% in self-catering properties and only 4% in a 3-star hotel.

Nowadays, competition in the hospitality industry has increased phenomenally and everyone is looking for a holistic experience and not only at the décor or the cleanliness of the hotel. From the research it resulted that the highest determining factor of choosing between Boutique hotel, 5-star, 4-star, 3-star hotel or self-catering properties is Experience (24% of the participants).

The rest of the factors are ranked as follows:

Facilities	21%
Price	17%
Branded hotel	17%
Personal attention	14%
Kitchen in room	6%

Figure 04: Determining factors between different types of hotels

Those participants who prefer a boutique hotel as their type of accommodation, ranked experience as the highest factor, at 35%, followed by personal attention, at 20%.

Participants choose 5-star hotels for the brand, at 34%, followed by facilities offered at 32% of participants. 4-star hotels are also chosen for the facilities, at 23%, followed by brand together with price, both at 21%. Self-catering accommodation and 3-star hotels are chosen for the price (at 36% and 33% respectively), and again for the facilities offered, (at 29% and 22% respectively).

	Preference	Branded Hotel	Kitchen in room	Facilities	Experience	Price	Personal Attention
3-star	4%	11%	11%	22%	11%	33%	11%
4-star	23%	21%	2%	23%	19%	21%	14%
5-star	25%	34%	5%	32%	21%	5%	3%
Boutique Hotels	37%	12%	4%	16%	32%	16%	20%
Self-Catering	11%	0%	21%	29%	14%	36%	0%

Figure 05: Preference of participants of why they choose a type of accommodation

Taking the Covid-19 pandemic into consideration only 18% of the participants would change their choice of accommodation in the future. Out of those 18%, 70% would choose boutique hotels post pandemic. The main reasons were due to less volume and contact with people.

There could be also that more individuals shifted to book an accommodation in boutique hotels if such properties offered ancillary facilities and 84% would consider choosing boutique hotels.

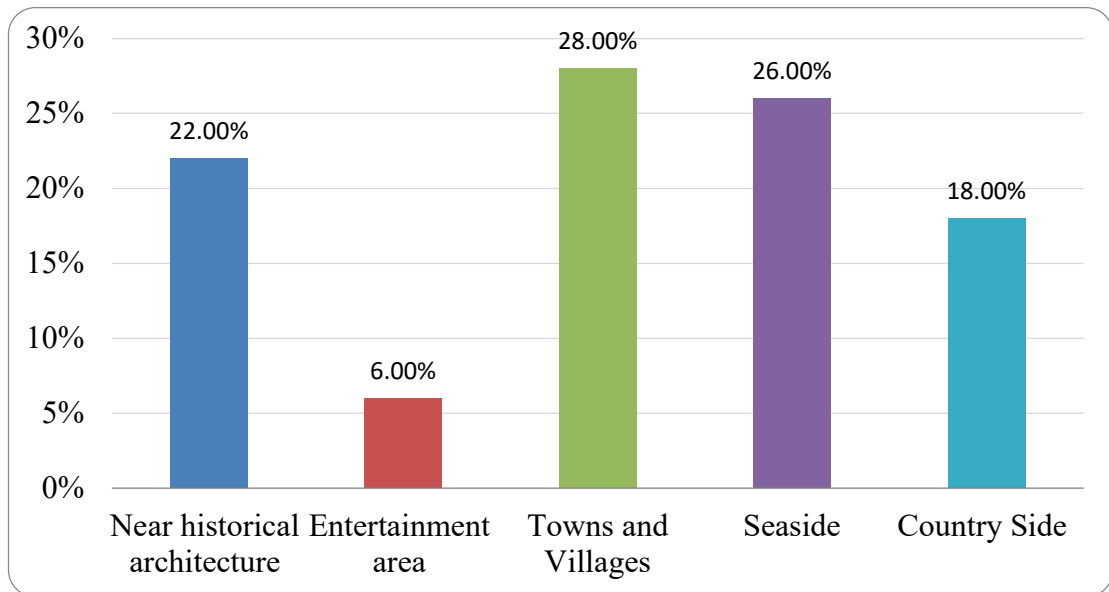


Figure 06: Locations that participants preferred when choosing a boutique stay

The survey shows that 28% of the participants would prefer to stay in a boutique hotel in a town or village, while 26 % would prefer in a seaside village. 22% would love to stay in a boutique hotel close to historical architectural, 18% prefer it in the countryside and only 6% prefer it in an entertainment area.

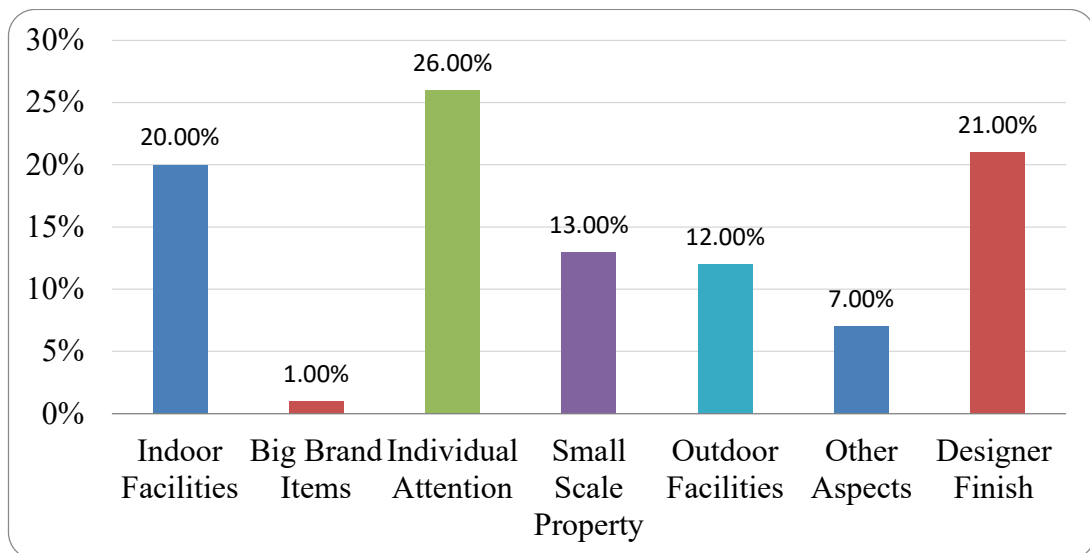


Figure 07: Aspects valued most while staying in a boutique hotel

This part of the survey shows that the individual attention is the most important factor that they value when staying in a boutique hotel at 26%, followed by 21% when it comes to designer finish and 20% for indoor facilities.

When it comes to the spending for a one-night stay in a boutique hotel the majority of the participants are willing to pay more than €121 per room per night as the graph below shows. 41% of the participants are ready to pay between €80 and €121 per night, 45% are willing to pay between €121 and €180 per night, 10% are willing to pay between €181 and €250 per night and 4% are ready to pay more than €250 per night.

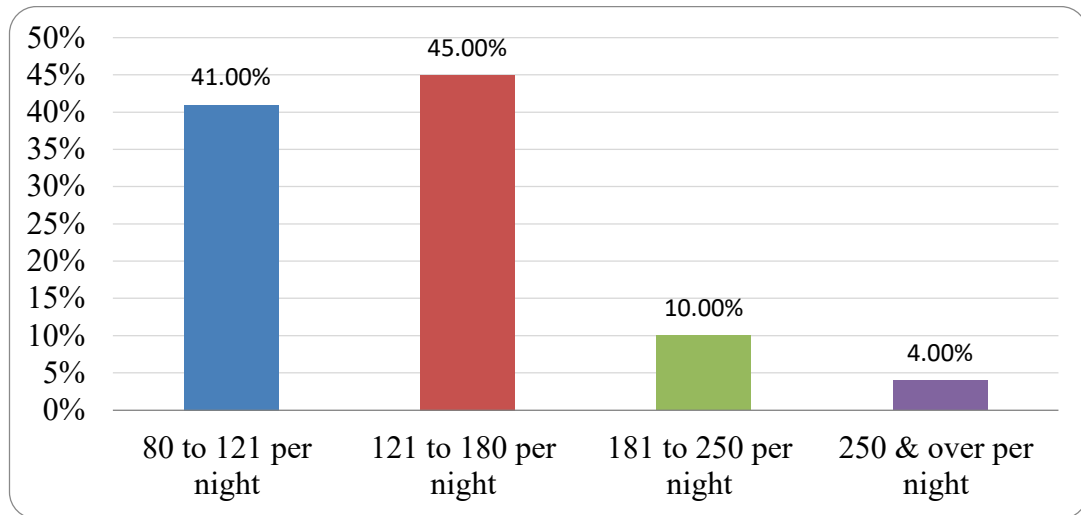


Figure 08: Amount participants willing to spend for a one-night stay in a boutique hotel

Individuals are also keener to choose a boutique hotel over a standard hotel when celebrating a special occasion, 85 % agree, while 15% or not keen on choosing a boutique hotel.

What motivates an individual to choose a boutique hotel over the traditional accommodation? Participants were asked to classify every statement as per the table below. The figures below are in percentages.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
To stay in a hotel in which every room has a distinct feature	6.38	6.38	28.72	38.3	20.21
To feel a specific theme of a hotel	6.38	4.26	18.09	51.06	20.21
To stay in a small establishment	4.26	5.32	26.06	47.87	15.96
To stay in unique designed building and places	5.32	2.13	12.77	57.45	22.34
To stay in a hotel that would impress the friends and family	13.83	21.28	34.04	19.15	11.70
To stay in a historic/artistic building that have been converted into hotel	6.38	8.51	22.34	39.36	23.40
To enjoy a home – like experience	5.32	11.70	17.02	51.06	14.89
To enjoy individualised service	5.32	1.06	8.51	58.51	26.60
Unique and intimate atmosphere	4.26	0	3.19	57.45	35.11

Figure 09: Motivations that explain the choice of boutique hotels over traditional accommodation

The table above ranks the motivations behind staying in a boutique hotel as follows:

1. To enjoy individualised service
2. To stay in unique designed building and places
3. To feel a specific theme of a hotel
4. To stay in a small establishment
5. To stay in a historic/artistic building that has been converted into a hotel
6. To stay in a hotel in which every room has a distinct feature
7. To enjoy a home-like experience
8. To stay in a hotel that would impress the friends and family

The participants' opinion was collected to identify how important the following service elements shown in the table below are in creating a unique customer experience when visiting a boutique hotel. Employees should:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Treat guests with respect	4.26	-	2.13	18.09	75.53
Be friendly with guests	3.19	1.06	1.06	37.23	57.45
Conduct themselves in a professional manner	3.19	-	3.19	22.34	71.28
Conduct themselves in a manner that reflects the character of the hotel	3.19	-	9.57	35.11	52.13
Have proper communication skills	3.19	-	1.06	30.85	64.89
Understand guests' specific needs	3.19	-	-	35.11	61.70
Give individual attention to guests	3.19	1.06	7.45	31.91	56.38
Can recognise guests' names	6.38	4.26	29.79	30.85	28.72
Provide delightfully unexpected services	3.19	-	7.45	47.87	41.49
Dress in a manner that reflects the character of the hotel	4.26	3.19	17.02	38.30	37.23
Make sure that they are well groomed	3.19	1.06	9.57	38.30	47.87

Figure 10: The importance of service elements in creating a unique experience

The table above shows that the majority of the participants agree with the statements. This reveals that the participants are clear with what they want when visiting a boutique hotel and every hotel should make sure that standards are kept at all times.

It seems that nowadays experience is key when staying away from home. Guests staying in boutique hotels want to take something back home with them and this is the summation of their experience during their stay. Participants were asked which experiences they seek the most when staying in a boutique hotel. Their preferences ranked as follows:

Prefer a hotel where you can engage in several activities	3 rd
Learning about local culture, history and points of interest	2 nd
Looking for a sense of escape, engrossed by the hotel experience in a way that transports you from the everyday life	1 st

Figure 11: The experience that guests seek the most when staying in a boutique hotel

This once again confirms that boutique hotel guests are looking for an experience where they can learn about the culture, history and points of interest. Today we also live a busy, hectic lives and guests are looking for a sense of escape.

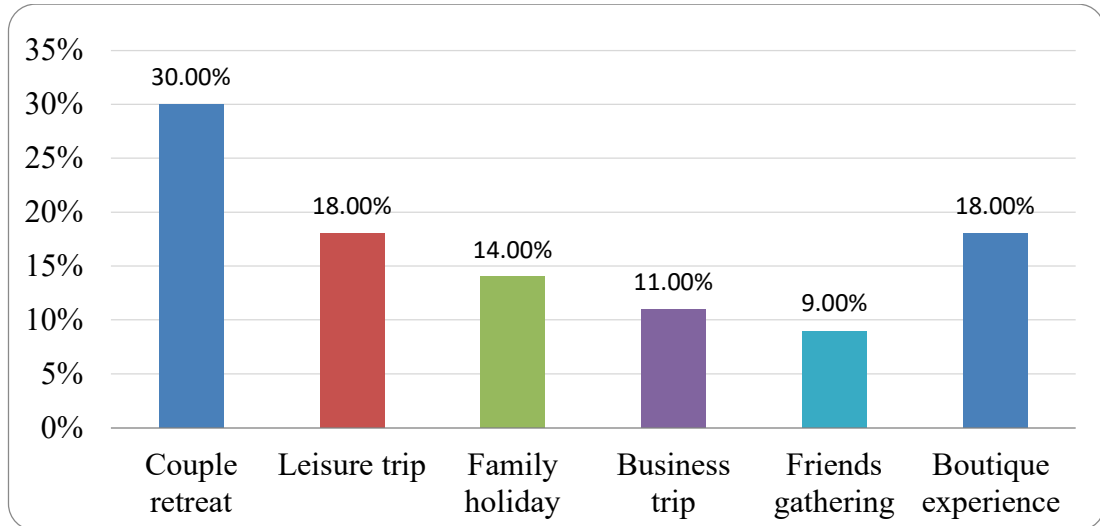


Figure 12: Choice for stay in a boutique hotel

The table above depicts the results when the participants were asked for what occasion they decide to choose a boutique hotel. 30% of the participants said that they would choose a boutique hotel as a couple retreat, and two groups of participants representing 18% each said that they would choose boutique hotels for leisure trips and a boutique experience.

Participants were also asked which factors will detract them from choosing to stay in a boutique hotel. Most factors evolved around the non-provision of ancillary services such as restaurant, spa, outdoor pool, parking and gym. The below results show that the major factor is a restaurant. 30% of participants will not choose a boutique hotel if it does not have a restaurant, followed by 21% if no parking is found, followed by outdoor pool at 15% if this is not available. The least concern is it being housed in a historical building or having a gym.

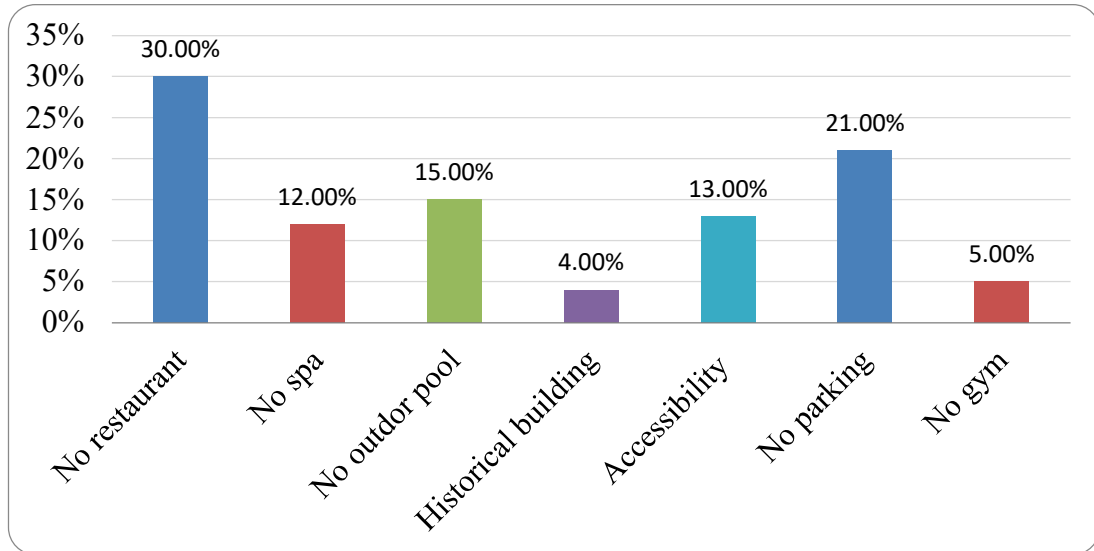


Figure 13: Factors that detract guests from staying in a boutique hotel

The majority of boutique hotels tend to be developed in an old historical building and so the place restricts the owner in what to include and what not to include. The graph below shows what the participants have chosen.

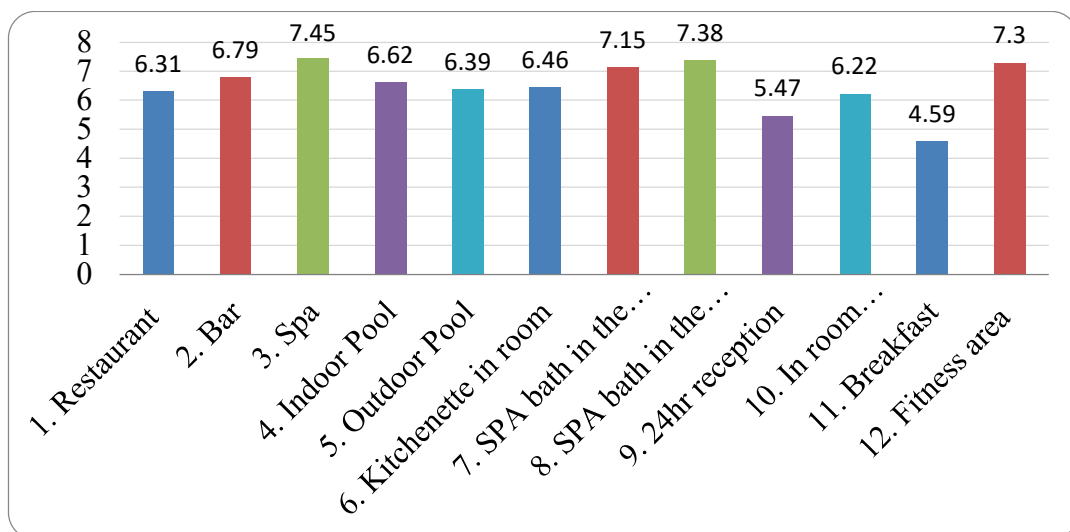


Figure 14: Services mostly preferred to be in a boutique hotel

The top three that people would like to have in boutique hotels are a spa, a spa bath in the terrace and a fitness area.

The tourism authority in Malta still does not have a licence for such properties and as explained previously, are licenced under other sections and so the researcher asked the participants whether they agree that boutique hotels should be classified like other

properties registered under the hotel sections. 83% of the participants agreed that boutique hotels should be classified as 5-star, 4-star 3-star, etc while 17% didn't agree with the idea.

To obtain further insight, the researcher conducted interviews with selected people who have in-depth knowledge of the industry. Due to the Covid 19 pandemic doing interviews was also tougher not only due to restrictions but also because management staff were focused on coming up with a recoverable plan to service such situation. The researcher interviewed two competent people who have worked in the sector from different departments: a hotel general manager and concept director.

Interview – general manager

Interviewing a general manager of two prominent boutique hotels in Malta was key. He has been in this role for the past five years and opened the first boutique hotel in Valletta. This hotel was one of the very first boutique hotels to open in the capital city, set in a historical building. It consists of 13 differently themed rooms, named and not numbered, spa facilities together with rooftop pool. After three years he was again entrusted with the opening and managing of a new boutique hotel located a few minutes away from Balluta Bay, St Julian's. This time it was a new building consisting of 29 guest rooms and suites, nine of which have private spa baths and kitchenettes. The management took great care to create the wow factor through interior design as well as a unique theme, while offering excellent, distinctive leisure facilities in the spa. The interviewer conducted a semi-structured interview, the questions of which are listed in Appendix B.

The general manager described boutique hotels as properties that have less than 60 rooms whose structure and the interior must really offer that homey and luxury feeling while complementing this with a personalised and distinctive service. Boutique hotels stand out from other hotels by offering individual attention and detailed décor complemented with leisure facilities that stand out.

The next question targeted adapting from managing a large hotel to a small boutique hotel with less than 50 rooms. The manning structure was completely different in such small operations with the key to success lying in being involved in the day-to-day operations, getting to know the property inside out and being hands on. The general manager explained that he had to assist at reception, serve drinks at the small bar, help

out during breakfast, attend to minor maintenance issues, assist housekeeping and at all time maintain the group standards. “Believe me, the satisfaction that I get cannot really compare to other static positions in larger hotels,” he said.

The general manager emphasised that guests staying in boutique hotels are after a personalised service, individual attention, feeling and experiencing the local culture, luxury, quality bedding and tranquillity. The interviewee also mentioned that for a boutique hotel it is necessary to offer a 24-hour reception, indoor and outdoor splash pools, spa services and a good breakfast. He noted that food and beverage service had been omitted and insisted that in every locality one can find quite a good number of restaurants which offer a culinary experience. Guests usually love visiting such outlets and not dining in.

It is very important that the services offered are viable. One needs to evaluate the cost of service versus the value added to guests. As the interviewee explained, such properties need to operate with a very small manning structure, using as an example how employing a bartender to offer an additional bar service would not be feasible. Once the front desk team member is knowledgeable and adequately trained, such a service can be easily handled by the front desk. In a nutshell the hotel, offers an additional service with the same resources and without additional costs.

When asked about the feasibility of having rooms with different designs the manager described them as positive to the sales and marketing team as they also certainly provided more material to showcase online. The unfortunate aspect about them is that when something needs to be repaired or gets damaged the team cannot temporarily take items from another room for immediate replacement and so more effort is needed to repair and replace.

The age groups that visit such boutique hotels depends on the hotel and location, for example the boutique hotel in the heart of the capital city sees the 45+ group while the one in St Julian’s attracts a younger age group.

While discussing the pandemic, the general manager lamented how it was a real shock to see all the work and efforts fizzle into nothing. The team put a lot of effort into attracting bookings and filling up the hotel, especially with the newly opened boutique hotel in St Julian’s, when all of a sudden, all the advanced bookings were cancelled and in-house guests left within a week. He believes that since large hotels were geared

for a very large room inventory, they suffered when it came to attracting volume and keeping moderate occupancies in order to cover expenses. The marketing strategy for his boutique hotels was diverted to attracting the local market and promoting staycations through social media channels. Through local advertising they managed to secure a moderate occupancy as the public was also looking for smaller hotels that accommodated less guests for peace of mind.

The sustainability of boutique hotels on the Maltese Islands is a subject that needs to be handled with extreme care and this can be done by enhancing flight and sea connectivity from main European destinations with more focus on advertising by the authorities specifically designated to promote boutique hospitality. “Let’s be proud we have an island rich in history, sea and culture, [allowing hoteliers to surely] achieve healthier occupancies all year round,” commented the general manager.

Interview – artistic director

The interview was carried out with a renowned artistic director in Malta who has carried several projects in the hospitality industry. He carried out projects for large chain hotels and also produced work for boutique hotels in Malta. The interviewee explained that boutique hotels are somewhere in the middle, offering great amenities but with a more personalised service. When a guest stays at a hotel, he is just a number, while a guest at a boutique hotel is known by the staff who also get to know his needs. Talking about the process behind the design of a boutique hotel versus that of a large hotel, the artistic director noted they are two completely different projects. During the design of a large hotel one goes for mass market products within pre-established budgets; in a boutique hotel one considers more originality and more statement pieces, keeping practicality in mind.

Space limitations are always an issue when designing a boutique hotel especially when this takes place in an old building. How is this matter tackled? “Considering the fact that normally spaces are much smaller, a creative person has to come up with different ideas, [particularly with making] the spaces multiuse,” noted the director. An example is to design mini spas in the rooms instead of taking a whole area for spa facilities, which at the same time makes the hotel more personalised. This could also avoid the sacrificing of rooms for a spa area.

The artistic director believes that a concierge service in boutique hotels is a must and the hotel personnel should know what the customer needs. Playing the client's own music during a spa treatment, knowing his taste thus suggesting the right restaurant and also suggesting appropriate places of interest are just some examples of how a boutique hotel can successfully cater to the client's needs.

In small boutique hotels the wow factor is very important as it is what attracts customers to book their stay. That is what makes it different from the big chains, along with the best use of space. If the property has space for a small gym, the statement could take the form of transforming this space into a boxing ring, with a punching bag, bench press, and mirrors that will give guest that opportunity not only to train but also capture that Instagrammable moment.

Capital expenditure is always a headache for the investor; trying to keep within the budget is a big challenge. The artistic director explained that a smart designer has to be practical and always keep in mind the end user, but most of all the investor. One cannot overspend and make the project unviable.

Sustainability is very important. The director stressed how essential the narrative is that the designer together with operational staff portray to their guest. Too much of the same thing is bound for failure as this means the investor will lose that competitive advantage over the others. In sum, and in the words of the artistic director: "A story has to be created for that particular boutique hotel which is then reflected in the concept."

Conclusion

Thanks to the interviews with the public, the general manager and the artistic director, the researcher gathered insightful feedback into the boutique hotel industry. A more concrete definition of the term 'boutique hotel' was established as well as the reason behind the choice of staying in a boutique hotel. A high level of service plays an imperative role in determining the guest's satisfaction. Contributing to a holistic holiday experience is also important to today's boutique hotel guest. Certainly standing out from the crowd through uniquely designed rooms and spaces with that wow factor, along with an attentive and tailored service are key factors for a boutique hotel to thrive in the current hospitality industry. The next chapter discusses the relationship between the findings and the aim behind the research, that is, their sustainability in Malta.

CHAPTER FIVE

CHAPTER FIVE – DISCUSSION

Introduction

Reaching a conclusion about boutique hotels and their sustainability in Malta has not been straightforward. In this chapter the researcher reviews opinions found in the literature and matches them to the responses from the surveys and the interviews. The researcher also makes recommendations along with suggestions for further research.

Definition of boutique hotels

The research reveals that the majority of participants (98%) know and understand the definition of boutique hotel, with 79% claiming they are quite knowledgeable about them. This shows that although the concept of boutique hotel evolved in recent years, especially in Malta, it has succeeded in making an impact in the tourism industry with the market very much aware of such a concept.

Furthermore, the majority of participants agree that a boutique hotel has a limited number of rooms (93%) and is designer finished with unique features (96%). This is in line with the definition provided by Peter Jackson

"My idea of a boutique hotel is a smaller property offering personalised service and with a traditional ambience and style. They are not necessarily top-end, although they are usually four-star and above with the majority five-star." (Peter Jackson, Managing Director of Elite Vacations)

Less people agreed that a boutique hotel has to be set in a unique building (83%) or that it has to have ancillary facilities (63%). The general manager not only defines boutique hotels as having limited number of rooms with designer décor, but also emphasises the homey and luxury feeling, together with the personalised distinctive service. The artistic director complements this view by comparing large hotels with boutique hotels, where a guest in a large hotel may be just a number while in a boutique hotel staff get to know the guests and their needs and offer a personalised service. The artistic director further compares large hotels and boutique hotels in terms of design. Whereas large hotels are designed for the mass market, more originality and statement pieces are enveloped in the design of boutique hotels. These characteristics and comparisons mirror the report by PricewaterhouseCoopers (2005), together with the

framework to define boutique hotels set by the Boutique and Lifestyle association Jones et al., (2013).

Market for boutique hotels

The popularity of boutique hotels has increased over the years according to Top Hotels News. This is also evidenced through the research conducted, as 73% of participants have stayed in boutique hotels. Boutique hotels, which encapsulate independent brands and operators, as well as soft brands and lifestyle hotels, grew by 10.6% in 2019 compared to 3.7% and 6.9% respectively for upscale and extended stay. This is also shown in the survey carried out as almost 64% of the respondents have stayed in boutique hotels multiple times and had a positive experience, out of which 97% would stay again.

This momentum of increasing market share of boutique hotels in the tourism industry is also reflected in the preferences of type of accommodation scored in the survey. Boutique hotels are the most preferred type of accommodation at 36% compared to 26% for 5-star hotels, 23% for 4-star hotels, 4% for 3-star hotels and 11% for self-catering. When combining the scoring of 5-star and 4-star hotels together at 49%, boutique hotels still fair quite well at 36% in comparison.

Moreover, from the survey it resulted that of the major factors that determine which type of accommodation the participants choose, experience ranked the highest at 24%. This was followed by facilities at 21%), brand and price at 17% and personal attention at 14%. Those participants who chose boutique hotel as their preferred type of accommodation, seek experience (33%) and personal attention (20%), while those prefer 5-star and 4-star accommodation are looking for brand and facilities.

From these findings, one can argue that if a boutique hotel is able to offer a unique experience to the guests from arrival up until departure by creating a narration, amalgamated with the right facilities, personal attention, and quality of service as expected from branded hotels, demand for boutique hotels may continue to rise in the future.

Characteristics of boutique hotels

Uniqueness in physical environment and services have been regarded as the most distinguishing characteristics of boutique accommodation, followed by

personalization, emphasizing personal touch and personal attention. Other important elements included individual attention, quality, design, intimate surroundings, value added services, and actual services provided (Aggett, 2007; Lim and Endean, 2009; McIntosh and Siggs, 2005). These concepts are reflected in the comments of the participants gathered in survey where they describe the characteristics of boutique hotels as follows:

- friendly, personal attention and personalised service
- quality;
- unique experience, feelings and features;
- uniquely designed rooms that have a wow factor with artistic intuition and different personalities;
- historic building or is in the heart of culture;
- less crowded, small and quiet;
- feels like home, home away from home;
- guest is made to feel special.

From the research it has also been concluded that personal attention and design are two characteristics which play an important part in the boutique hotel market. When asked which aspect of boutique hotel they value the most, participants ranked individual attention the highest at 26% followed by the design of the property at 21%. This is further corroborated by the manager who concluded that guests look for personalised service, individual attention, experience of local culture, luxury and tranquillity during their stay.

Personal service is sometimes lost in large hotels and therefore boutique hotels need to amplify this strength and use it as their competitive advantage over large hotels.

Horner and Swarbrooke (2005, p.245) also identify design and concept development as very important attributes of boutique hotels. They further explain how decoration and theme play a vital role in attracting guests. The artistic director also pointed this out. He explained that the concept of boutique hotels is all about the narrative that hotel wishes to portray to the guests and this is to be reflected in the décor and service.

Demographics of guests staying in boutique hotels

When it comes to what types of guests a boutique hotel attracts, it is clear that the majority are couples on holiday – scoring at 47% of participants. Due to their size, boutique hotels are more secluded and intimate, thus attracting couples the most.

On the other hand, group of friends, families with children and people on business trips seem to prefer other types of accommodation, scoring at just 20%, 17% and 15% respectively.

Due to their limitation of ancillary facilities, boutique hotels are not very attractive to families and friends who are looking for facilities such as indoor/outdoor pool, kids' area, spa facilities and restaurants. Some of the comments gathered from the survey were that it is more convenient to stay in a resort when travelling with kids due to the facilities on offer, or to stay in self-catering accommodation because of the kitchen and washing machine facility, plus having all the rooms together with more privacy and space and is often cheaper.

Individuals on business trips are usually after small meeting areas/conference rooms with the facilities of a large screen, printer, a good IT and network infrastructure. People on business trips may also place more reliance on branded hotels which have a uniform standard and quality.

The manager mentioned the importance for boutique hotels to find space for facilities in order not to lose business and attract a wider market. In one of the boutique hotels he manages, kitchenettes were incorporated in some of the suites to cater for families, and also offer children packages where teepee tents are set up in the rooms together with children's books and soft toys in order to give children a memorable experience.

The manager also notes that demographics of people tend to also change depending on the location. The Valletta Boutique hotels tend to attract people over 45, while boutique hotels in entertainment areas such as St Julian's attract a younger generation.

From the research, it was also concluded that people prefer to stay in a boutique hotel over a standard hotel when celebrating a special occasion such as a birthday or anniversary. This creates a market which boutique hotels can tap into, by marketing and attracting people seeking to celebrate a special occasion by offering special

packages such as providing room service, special room decoration, balloons and cake service and other intimate experience packages.

Location

From the survey it resulted that the majority of participants stayed in boutique hotels in the city centre, with only 20% staying outside the city centre and 16% in rural areas. But when asked which location they prefer the boutique hotel to be situated in, the majority preferred staying in towns and villages (28%) and the seaside (26%), followed by a historical location at 22%, countryside at 18% and entertainment area at 6%. This seems to contradict to where actually participants have stayed in the past.

This poses the argument that while the majority of boutique hotels are in city centres and entertainment areas, people actually prefer to stay in quieter areas.

Pricing

The perception of people is that staying in boutique hotels is usually much more expensive than staying in other hotels. But when comparing boutique hotel to renowned chain hotels one can usually get better value for money when staying a boutique hotel. The survey showed that people are willing to pay a very good rate to stay in a boutique hotel and get the experience that is very hard to get in a large hotel. 45% of participants are willing to pay between €121 and €180 per night. According to Noelle Hamsy co-founder of Envi Lodges, (Hamsy 2021) the more differentiated and special the whole experience is, the lower its price sensitivity. The points that she identifies are all characteristics of boutique hotels' Instagrammable design, exclusivity, legacy of place and unique experience.

Motivators for staying in a boutique Hotel

Establishing the key motivations why guests choose a boutique hotel over a large hotel is key. This helps boutique hotels to use these motivators as their competitive advantage over other types of accommodation, and thus put more effort into making sure that their service is unique. This would help to increase their market share, while also limiting price sensitivity.

According to the survey, the greatest motivator for staying in a boutique hotel is the unique and intimate atmosphere, individualised service, followed by uniquely

designed buildings. This reinforces the argument that uniqueness, personal attention and design are key to the success of boutique hotels.

Uniqueness

Uniqueness and novelty are considered push motives that encourage guests to seek a unique theme and feature or enjoy special activities and events. Seeking uniqueness was consistent with previous findings Yuan and McDonald, (1990). This is also supported by the motive of fulfilling prestige, which refers to “impress friends and family” Crompton, (1979); Yuan and McDonald, (1990). This push motive to impress family and friends, scored the lowest in this survey.

The importance of uniqueness and design were also highlighted by the manager and artistic director. The manager explained how different room designs create interest and are important features for sales and marketing. According to the artistic designer the wow factor is important to attract people and he takes the concept of design further by explaining that the uniqueness and design of the hotel, together with the service, have to emanate from a story which is reflected in concepts. The designer together with the staff would then need to deliver this narrative to the guests to create an experience. As discussed earlier, experience scored the highest determining factor in choosing accommodation and the importance of design as amalgamated with experience is again reinforced by the result of the survey, where a sense of escape, engrossed by the hotel experience in a way that transports them from everyday life, is the experience that is mostly sought.

Service and personal attention

From the survey, the researcher also concluded that guests highly value the level of service given. They expect staff to treat them with respect and conduct themselves in a professional manner. Results from the survey show that guests don't expect staff to know their names but they value proper communication skills, understanding of their needs, friendly and approachable staff, and being given individual attention.

Facilities in a boutique hotel

During the research, the researcher tried to find out which facilities are important to offer in a boutique hotel. When participants were asked which factor would detract

them from staying in a boutique hotel, the responses were the lack of a food and beverage outlet, followed by lack of parking and outdoor pool.

On the other hand, when participants were asked which facilities, they prefer the most, given the limited spaces in boutique hotels, a spa was ranked the highest followed by an outdoor spa bath in the room's terrace, fitness area, an indoor spa bath in the room, bar, indoor pool, kitchenette and outdoor pool, restaurant, in-room entertainment, 24-hour reception and breakfast scoring the lowest.

Food and beverage outlet

When discussing the necessity of having a food and beverage outlet, the manager believes that guests in such small hotels could easily opt to dine outside. For boutique hotels located in touristic areas, this is quite manageable but for those in villages, it could be harder for guests to find restaurants in the vicinity and this could deter prospective guests from choosing a boutique hotel without a food and beverage outlet. Yet the survey results also seem to point towards lesser importance being given to a food and beverage outlet. While a food and beverage outlet is considered very important by guests, where place is limited, they would prefer a spa. Contrary to finding a restaurant, it is rather difficult to find a spa centre nearby and is less convenient than enjoying spa facilities in-house. The results show that a bar is enough for guests where they can have a drink and some nibbles.

Parking

The majority of the participants are Maltese nationals and this might have contributed to the result of the parking facility scoring high as a detracting factor if not available. In Malta, especially in touristic areas, parking can be a problem. Therefore, guests on staycation would highly value easy accessibility to the hotel by car and easy parking in the vicinity. This might not be a major factor for foreign guests who usually use public transport or taxis.

Spa facilities

The high scoring for spa continues to reaffirm the finding that people are staying in boutique hotels for the experience and to seek a sense of escape from everyday life. The facilities preferred following the spa were: spa bath in room terrace, fitness area, spa bath in the room, bar, indoor pool, kitchenette and outdoor pool. This continues to

show that guests visiting boutique hotels would like to spend their time in the hotel to relax and unwind. This is substantiated by the fact that 30% of participants would choose to stay in a boutique hotel for a couple's retreat, and such facilities would provide the right atmosphere and intimacy. This is reaffirmed by the manager who also mentions that from experience, indoor/outdoor splash pools and spa are the most sought-after services, together with quality bedding.

24-hour reception

This facility scored very low in the survey, but the manager considers this an important facility. It can be argued that guests may not value a 24-hour reception since they may underestimate its function. It is only when a guest would need such a service and find it lacking that they might understand its real value, such as arriving on a late flight and there is no one to greet you, or when a problem crops up during the night, like losing your room key or there is an emergency.

Concierge Service

The artistic director considers concierge service a must in a boutique hotel, especially to get to know the clients and understand their needs, for example by suggesting a restaurant in accordance to the guest's liking, or playing the guest's favourite music in the spa. The manager also mentions service as an important facility. This goes hand in hand with the service, personal attention and experience that are sought by guests during their stay in a boutique hotel.

Sustainability of boutique hotels

Sustainability of boutique hotels is very important for the industry to grow and for there to be more boutique hotels on the market to attract guests. According to Chu (2014), guest care, finance and hotel management is needed for the sustainability of the industry. Investors, designers and operators need to be very careful to strike a balance between cost and value for boutique hotels to be sustainable.

Connectivity

The general manager gives importance to the connectivity between Malta and the rest of the world to have an adequate number of travellers. Since Malta is an island, land transportation is limited. Therefore, air connectivity is of the utmost importance, especially to increase occupancy all year round.

Manning structure

The manager explains that the structure used by large hotels is very difficult to implement in boutique hotel due to the high fixed costs. The limited number of rooms will not make such a structure viable or sustainable. Boutique hotels need to operate in a much smaller manning structure and staff need to be flexible in their job responsibilities. The manager cites the properties he manages as an example: the person manning the reception has to also act as a porter and bartender, as the need arises. Cost wise, having separate roles would not be sustainable and this would save on personnel. Furthermore, volumes are not high and facilities are compact, making it more feasible to operate. During design stage, these factors need to be kept in mind to design areas in such a way as to reduce staff manning.

Normally in large hotels one finds heads of departments and complex hierarchies with strict reporting lines. This is not feasible in boutique hotels due to their size and limited turnover. The structure in a boutique hotel is quite flat, with the majority of staff reporting to the general manager. According to the manager, the key to success is for the general manager to be hands-on and involved in the day-to-day operations of the hotel. He has to know the property inside out and cannot be static.

To avoid fixed costs, operators may opt to outsource resources and facilities. For example, rather than having a marketing team, this can be outsourced according to the needs. The same goes for spa therapists who can also be outsourced and paid per treatment.

Facilities and services

The manager also explains that the cost of a service needs to be compared to the value added to the guest. Operators need to focus on offering those services that are mostly valued by guests but which costs are feasible.

During design stage of the property, it is important that sustainability is taken into consideration. The artistic director discusses the need for smart design to get as much yield as possible from the property so as to be sustainable and viable. He also discusses the concept of multiuse spaces, where spaces are designed to be used for more than one function, example, setting up a mini spa in the room. This will create a more personalised and intimate experience whilst saving on space from treatment rooms.

Hotel brands and boutique hotels

The concept of creating a brand for boutique hotels can also aid sustainability. It can reduce fixed costs by taking advantage of economies of scale – e.g. greater purchasing power when buying linen and toiletries. Through branding, boutique hotels can share resources and set up centralised administration (marketing, finance, HR). It may also be feasible to share employees, especially if the hotels have different seasonalities. For example, a hotel in Valletta has higher demand in winter than a hotel in St Julian's. Therefore, some staff from St Julian's may be relocated to Valletta in winter. The setup of a successful brand may also attract guests as it will give a constant standard and quality and guests would know what to expect. From the survey it resulted that a branded hotel was the third major factor on which participants base their decision on which accommodation to choose. People want peace of mind that service and quality are up to standard.

Green tourism

The tourism accommodation sector has shown changes to positively respond to green customers' demand. Businesses that have dedicated attention to green accommodation have certainly gained a competitive advantage in the tourism market. The customer can be the main stakeholder in driving hotels to be environmentally friendly. In reality, an increasing "consumer base exists" and is attracted by the ecological appeal of lodging facilities Raham et al, (2016 p 107-116). Green initiatives include reducing the hotel's carbon footprint by using energy efficient plant and machinery, using renewable resources such as PV panels, offering guests the choice to not have their bed linen changed every day and reducing disposable items.

The COVID-19 pandemic and how this affects boutique hotels

The pandemic experienced in the past years should also enhance boutique hotel attendance (Top Hotel News). Tourists need to build trust in operators and perhaps this trust is more easily won in a more bespoke setting. This is also reflected in the survey, where it resulted that 18% of respondents intend to change the type of accommodation they will opt for in the future due to the pandemic and 70% of these participants chose boutique hotels as their preferred type of accommodation. The reason given is that they feel safer in boutique hotels due to their size, which means less contact with people. This was also confirmed by the general manager.

The general manager also discussed the impact the pandemic had on boutique hotels versus large hotels, where large hotels took a larger hit due to a high number of fixed costs and a much larger room inventory. This can be evidenced by the number of layoffs that large hotels had to make to survive. According to CNN news Hilton laid off 22% of its corporate staff in 2020 (Valinsky, 2020).

Conclusion

In conclusion boutique hotels are gaining popularity not just throughout the world but also in Malta. Boutique hotels first started to gain popularity in Valletta however now one can find boutique hotels in villages all around Malta. Guests staying in boutique hotels seek experience and a sense of escape. With today's busy life, guests seek attention to feel pampered and important; these cannot be given by large hotels due to the number of guests they have to cater for at one go. Boutique hotels are mostly attractive to couples seeking a retreat, but with the right IT infrastructure and multiuse spaces they would also be able to attract business travellers. Large rooms with kitchenettes together with attention to family needs especially with children can also attract another group of travellers with children.

Given that many boutique hotels developed in Malta are located in restored historical buildings does not give the developer the flexibility to do what the hotel operator deems fit. Historical buildings are regulated by the Superintendence of Cultural Heritage and one has to adopt the operations around that particular building. The positive aspect is that tourists appreciate such places which are unique and unlike any other place on the islands.

To be sustainable, boutique hotels need to be operated with a lean structure and flexibility. The key to success for a boutique hotel is to be unique, provide an experience and a narrative with a wow design and décor, make the best use of space, offer the right facilities as well as personalised attention and service.

CHAPTER SIX

CHAPTER SIX - CONCLUSION

Boutique hotels can be attributed to a phenomenon that has taken over the tourism industry in recent years. The concept has evolved from downsizing the standard hotel and focusing more on design and décor, personal service and uniqueness and limiting number of facilities due to size constraints of the properties. From the literature analysed, the results of surveys and the interviews, it can be concluded that boutique hotels can be defined as designer finished accommodation set in a unique building with a limited number of rooms with personalised and distinctive service.

Recently, Malta also caught up with this phenomenon, particularly since 2018 when Valletta was declared capital of culture. As a result, various boutique hotels were opened in the capital city both during this year and in the years that followed. This is also corroborated in the research, where it is concluded that the biggest cluster of accommodation with under 50 rooms is in Valletta.

At the time of research there was no special licence category from the Malta Tourism Authority for boutique hotels, meaning boutique hotels in Malta have to operate under a different licence, mainly that of guest house licence. This proves to be a disadvantage to operators of boutique hotels because it does not differentiate in the standard and quality of the boutique hotel. Furthermore, operators need to get an extra licence for any additional services and outlets, unlike with the licensing of hotels. Furthermore, from the research it resulted that people prefer boutique hotels to be star rated according to their quality standards and services.

From this research it was concluded that demand for boutique hotels is increasing year on year. The reason for this is the high-level service combined with personalised attention, sense of style and décor, and the sense of experience. It was also concluded that food and beverage services and outdoor pools are deemed important by operators of accommodation with less than 50 rooms in Malta. On the other hand, the general manager interviewed argued that it is more important to offer spa and pool facilities than food and beverage outlets since it is easy to find restaurants across the island.

In order to be sustainable, boutique hotels need to offer value for money, with an attractive location and design in a peaceful and relaxing atmosphere, providing value

added and quality services embedded with innovation, while being environmentally friendly. These are factors that people seek when travelling and staying in accommodation as concluded from the survey research. From the research it was also concluded that the level of service followed by décor and location are the greater satisfiers and boutique hotels are mostly popular with couples on holiday and therefore a relaxed and intimate atmosphere is key.

The competitive edge that boutique hotels have over other types of accommodation is experience together with personal attention. Experience is valued for the sense of escape from everyday life, whilst individual attention is the most valued aspect when staying at a boutique hotel. As a result, boutique hotels are the preferred type of accommodation for celebrating a special occasion and for a couple's retreat. On the other hand, standard hotels are valued for their brand and facilities. In fact, the major factor that deters travellers from choosing a boutique hotel is the lack of an in-house food and beverage outlet. One could conclude, therefore, that by joining forces with a well-known brand of international boutique hotels and maximising space to offer facilities, boutique hotels can increase their market share.

The research also highlighted the challenges unique to boutique hotels, which are mainly; lack of space and sustainability of facilities given the fixed costs in comparison to the room inventory, conserving and restoring old properties, the disadvantage posed by unlicensed Airbnb properties, and finding the right people to manage the property.

To overcome some of these challenges, maximisation of space for facilities along with staff flexibility are essential. Job specialisation is not sustainable in boutique hotels and therefore staff need to adapt continuously and not remain static; they are required to be able to man different facilities. The same goes for the general manager, who needs to be hands on and not shy away from doing all sorts of jobs.

In maximising their spaces to offer facilities, operators need to keep in mind people's preference. Spa and related services are the most sought-after services in boutique hotels and this continuous to prove the point that people are seeking experience and relaxation when staying in a boutique hotel.

This maximisation of spaces together with guests' preferences and manning issues need to be incorporated at design stage, by creating multi-use spaces.

The researcher recommends the following points for boutique hotel operators to not just survive but also thrive.

Recommendations

The key recommendation to be made as a result of this research is the clear need for a proper license category from the Malta Tourism Authority. This has been on the agenda for a number of years and as time passes the urge for such legislation is becoming crucial if Malta wants to retain its tourism levels.

Over recent years the number of boutique hotels have increased drastically and there is no form of legislation to regulate them. The importance of such legislation comes from the fact that different boutique hotels have different standards of finish, different qualities of facilities and even different qualities of service. One cannot group all boutique hotels with less than 50 rooms together as surely there are services and facilities that distinguish one boutique hotel from another.

Having a boutique hotel licence in place gives the operators the opportunity to advertise their property specifically as a boutique hotel as currently a high percentage of boutique hotels are licenced as guest houses and so cannot advertise and promote their premises as “boutique hotels”.

As the research has shown, some boutique hotels in Malta simply offer rooms only but there are those that offer an extensive range of services such as food and beverage outlets, spa facilities, an indoor and outdoor pool area and a fitness area. It is very important that these factors are reflected when boutique hotel legislation is formalised so that these features are recognised as they are with large hotels for which there are categories that go from two- to five-star superior.

When discussing potential partnerships and collaborations with foreign entities such as tour operators and online travel agencies it is being found difficult to explain the situation. Essentially this is that although the operator has a guesthouse licence, the hotel offers more than that. Tour operators and online travel agencies are mostly astonished at how this has not been recognised by the Malta Tourism Authority for all these years.

Putting such legislation in place would the so-called boutique hotels in Malta the opportunity to compete with foreign boutique hotels in other countries. It will also

mean that niche online travel agencies will be more willing to add local boutique hotels to their property portfolio.

The researcher recommends the following points for boutique hotel operators to not just survive but also thrive.

Market the local boutique hotels for niche tourism

Having such a large number of hotels marketing their property to attract and convince potential guests to book their accommodation is a challenge itself. For a boutique hotel to stand out from the crowd a higher level of marketing is required.

Attracting a particular niche market tends to be more successful, which means that the hotel will focus on one particular niche which is seeking particular needs. Individuals which such needs have a higher percentage of conversion and will therefore book with that particular hotel. This usually means also higher profit margins for the hotels as they are more cost effective to advertise and the competition is less aggressive. An example of niche markets are boutique hotels that offer gourmet dining, spa facilities, and pet friendly accommodation.

Tourism education about boutique hotels

The operation of boutique hotels is completely different to that of large hotels. Tourism schools are focused on the traditional management of large 'chain' hotels, which of course provide students with basic skills in the departmentalization of such operations.

But when it comes to implementing the departmental strategy in boutique hotels, this is a non-starter as a boutique hotel does not generate enough turnover to absorb the expenses that a large hotel can.

The suggestion is that in their hospitality management courses, tourism schools should create programmes or at least modules on how a boutique hotel is managed and what challenges one needs to finance when establishing and operating such a small hotel.

Boutique hotels sustainability

For a boutique hotel to be sustainable, such planning needs to start from concept design and décor. The aim must always be to offer a unique experience. Such an experience must not be limited to the physical assets but should also encapsulate service and day-

to-day operation. The service and the place need to be in harmony for a personalised experience to be offered.

When designing spaces hoteliers need to identify those factors and services that guests value the most to have a competitive advantage. Having rooms only in a boutique hotel is an option but in order to be sustainable it is important for small special spaces to be created, for example a cinema area, fitness area, pools, outdoor spaces and these have to be created in a different way to attract people.

Islands connectivity

As an island Malta has its connectivity limitations. A large number of tourists arrive in Malta by aeroplane, so air connectivity is vital and the number of flights from different countries is key in order to attract different types of tourists.

If connection by air is limited then Malta has practically no other way to attract tourists as the only other way to reach Malta is from Sicily, via sea.

Affiliation with international brands

Affiliation with international brands could open new opportunities for boutique hotels and even help them get to know more what other boutique hotels around the world are doing. Such affiliations could also help local boutique hotels to reach a certain standard. It is not that local operators do not know what they are doing or not capable. Rather, this allows them the opportunity to share and discuss ideas that could lead to hotel improvement and even reaching higher scores leading to better competitiveness.

Listing the property with well renowned companies could also help to target particular niche market and create a particular clientele and avoid direct competition with large hotels and other boutique hotels.

Opportunities for further research

While the research has some insightful insight into a potential lucrative and successful branch in the hospitality industry, it suffered some drawbacks mainly brought on by the Covid 19 pandemic. These were namely that the number of tourists on the island were limited. A second hindrance was that the interviewees were often so caught up with work that it was difficult for them to find time to do the interview and for the interviewer to conclude said interviews.

Nevertheless, the above conclusions should provide grounds for those in the boutique hotel industry in Malta to run a business attuned to the market. Further investigation into the points raised and discoveries made is highly encouraged to ensure their validity and reliability. With a world of people that revels in breaking away from the grind and being valued for their individuality, the boutique hotel industry is here to stay and continuous and proper investment and research are certainly the ingredients for a ripe opportunity for Malta to prosper in one of its most important industries.

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APPENDIX A

Questionnaire

LETTER OF INVITATION AND CONSENT TO PARTICIPATE IN RESEARCH

Date:

Dear Sir/ Madam,

This is to introduce, Conrad Borg, who is currently reading a Masters in Business Administration In International Hospitality at ITS with Emirates Academy.

The student is undertaking research on Boutique Hotels. The aim of the research is to explore and analyse the phenomenon of Boutique Hotels in Malta and their sustainability.

In this regard, the said student would like to invite you to participate in this research project which will enable him to get a better insight of the opinions and preferences of the general public and the frequent traveller on boutique hotels. This research is important and valuable in better understanding the concept of Boutique hotels and their contribution in the tourism industry in Malta.

What will participation involve? You can contribute to this research by answering a number of questions concerning your travels and your opinion on boutique hotels.

How long will participation take? The questionnaire will take approximately 10 minutes to complete.

What are the benefits of participation? By participating in this research study, you will be contributing to this important research. As an appreciation gift, the participants will have the chance to enter a lottery, where 3 participants will be selected to win a SPA voucher.

Your participation is voluntary, and you may decide to cease to take part in this study at any time. The student is to ensure that all personal data will remain confidential and anonymous. All information gathered will be analysed collectively and used only for the purpose of this study.

If you would like to take part in the study, please sign the consent form below.

Your kind support and contribution to this project is greatly appreciated.

Participant's Name:

Participant Signature:

Participant Email:

1. Name and Surname

Click or tap here to enter text.

2. Email Address

Click or tap here to enter text.

3. Age Group

18-25	<input type="checkbox"/>	26-35	<input type="checkbox"/>	36-45	<input type="checkbox"/>
46-60	<input type="checkbox"/>	60-75	<input type="checkbox"/>	76 plus	<input type="checkbox"/>

4. Gender

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	Neutral	<input type="checkbox"/>
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5. Marital Status

Single	<input type="checkbox"/>	Married	<input type="checkbox"/>	Partnered	<input type="checkbox"/>
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6. Do you have Children?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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7. If yes, do you travel with children?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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8. Level of Education

Less than	<input type="checkbox"/>	Bachelor	<input type="checkbox"/>	Master	<input type="checkbox"/>
Bachelor		Degree		Degree	
PHD	<input type="checkbox"/>	Other	<input type="checkbox"/>		
Degree					

9. Occupational Status

Employed	<input type="checkbox"/>	Unemployed	<input type="checkbox"/>	Student	<input type="checkbox"/>
Self	<input type="checkbox"/>	Retired	<input type="checkbox"/>		
Employed					

10. Do you know what is a boutique hotel?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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11. How much do you think you know about the term boutique hotel?

(Please choose only one)

Not at all, I do not know anything about this term	<input type="checkbox"/>
A little, I have just heard about this term	<input type="checkbox"/>
Quite a bit, I have stayed in this type of hotel one or two times	<input type="checkbox"/>
Very much, I am likely to choose a boutique hotel for staying when possible	<input type="checkbox"/>

12. What do you understand by a Boutique Hotel?

	Agree	Disagree	Don't know
An accommodation establishment with a limited number of rooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set in a unique building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designer finished with unique features	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offers facilities such as pool, fitness area, spa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Have you ever stayed in a boutique hotel?

Yes ☐ No ☐

If yes, where?

Malta ☐ Gozo ☐ Abroad ☐

14. If yes, what was the purpose of your visit? (you can choose more than one)

Family Holiday with Children ☐
 Business Trip ☐
 Holiday as a Couple ☐
 Group of Friends ☐

15. If yes, where was the boutique hotel located?

City Centre ☐ Outside City Centre ☐ Rural Area ☐

16. How many times have you stayed in a boutique hotel?

Once ☐ Multiple times ☐

17. How do you describe your experience?

Positive ☐ Negative ☐

18. Why? (Choose only one)

Level of Service	<input type="checkbox"/>	Location	<input type="checkbox"/>	Size of property	<input type="checkbox"/>
Amenities offered	<input type="checkbox"/>	Level of Décor	<input type="checkbox"/>	Personal Service	<input type="checkbox"/>

19. Would you stay again?

Yes ☐ No ☐

20. In general, which type of accommodation do you prefer to stay in?

- | | | | | | |
|----------------|--------------------------|-----------------------------|--------------------------|--------------|--------------------------|
| 5 Star Hotel | <input type="checkbox"/> | 4 Star Hotel | <input type="checkbox"/> | 3 Star Hotel | <input type="checkbox"/> |
| Boutique Hotel | <input type="checkbox"/> | Self-Catering Accommodation | <input type="checkbox"/> | | |

21. Which are the determining factors for answer 20? (you can choose more than one)

- | | | | | | |
|---------------|--------------------------|-----------------|--------------------------|----------------------|--------------------------|
| Branded Hotel | <input type="checkbox"/> | Kitchen in room | <input type="checkbox"/> | Facilities | <input type="checkbox"/> |
| Experience | <input type="checkbox"/> | Price | <input type="checkbox"/> | One to one attention | <input type="checkbox"/> |

22. Will your choice change after the Covid Pandemic?

- | | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

23. If yes, which accommodation will you choose?

- | | | | | | |
|------------------------|--------------------------|----------------|--------------------------|-----------------------------|--------------------------|
| Hotel (100 plus rooms) | <input type="checkbox"/> | Boutique Hotel | <input type="checkbox"/> | Self-Catering Accommodation | <input type="checkbox"/> |
|------------------------|--------------------------|----------------|--------------------------|-----------------------------|--------------------------|

24. If a boutique hotel offers ancillary facilities similar to those of larger hotels will this entice you to stay in such accommodation

- | | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

25. Which of the following locations do you prefer when choosing your boutique hotel stay?

- | | | | | | |
|------------------------------|--------------------------|--------------------|--------------------------|--------------------|--------------------------|
| Near Historical architecture | <input type="checkbox"/> | Entertainment Area | <input type="checkbox"/> | Towns and Villages | <input type="checkbox"/> |
| Seaside | <input type="checkbox"/> | Country Side | <input type="checkbox"/> | | |

26. Which of the following aspects do you value most when you stay in a boutique hotel?

- | | | | | | |
|----------------------|--------------------------|------------------------------|--------------------------|----------------------|--------------------------|
| Indoor Activities | <input type="checkbox"/> | Big Brand Items | <input type="checkbox"/> | Individual Attention | <input type="checkbox"/> |
| Small Scale Property | <input type="checkbox"/> | Facilities SPA, Outdoor pool | <input type="checkbox"/> | Other Aspects | <input type="checkbox"/> |

27. How much money would you intend to spend for a 1-night stay in boutique hotel?

€80 to €121 per night	<input type="checkbox"/>	€121 to €180 per night	<input type="checkbox"/>	€181 to €250 per night	<input type="checkbox"/>
€250 & over per night	<input type="checkbox"/>				

28. For which reason would you stay in a boutique hotel

Leisure purpose	<input type="checkbox"/>	Business purpose	<input type="checkbox"/>	Family/Friends gathering	<input type="checkbox"/>
Boutique Experience	<input type="checkbox"/>				

29. When celebrating a special occasion such as anniversary, birthday etc are you more keen in choosing a boutique hotel than a standard hotel accommodation?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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30. Motivations that explain why you chose a boutique hotel over traditional accommodation.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
To stay in a hotel in which every room has a distinct feature	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To feel a specific theme of a hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To stay in a small establishment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To stay in unique buildings and places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To stay in a hotel that would impress the friends and family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To stay in a small establishment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To stay in a hotel that would impress the friends and families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To stay in a historic/artistic building that has been converted into hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To enjoy a home – like experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To enjoy individualised service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To get proactive service offered by the staff with passion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unique and intimate atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**31. In your opinion, how important are the following service elements in creating a unique customer experience when visiting a boutique hotel?
Employees should:**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Treat guests with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be friendly with guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct themselves in a professional manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct themselves in a manner that reflects the character of the hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have proper communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understand guests' specific needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Give individual attention to guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can recognize guests' names	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide delightfully unexpected services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dress in a manner that reflects the character of the hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make sure that they are well groomed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. Please indicate which experience you look for while residing in a boutique hotel. Please give preference 1 for the most exciting 3 the least exiting.

Prefer a hotel where you can engage in several activities	<input type="text"/>
Learning about hotel, local culture and history or points of interest	<input type="text"/>
Looking for a sense of escape, engrossed by the hotel experience in a way that transport you from the everyday life.	<input type="text"/>
A sense of Adventure	<input type="text"/>
Prefer a hotel where you can engage in several activities	<input type="text"/>

33. Would you choose to stay in a boutique hotel for a

Leisure Trip	<input type="checkbox"/>	Holiday with friends	<input type="checkbox"/>	Couple Retreat	<input type="checkbox"/>
Family Holiday	<input type="checkbox"/>	Business Trip	<input type="checkbox"/>		

34. Will these factors detract you from staying in a boutique hotel?

No restaurant	<input type="checkbox"/>	No spa	<input type="checkbox"/>	No outdoor pool	<input type="checkbox"/>
Historical Building	<input type="checkbox"/>	Accessibility	<input type="checkbox"/>	No Parking	<input type="checkbox"/>

35. Due to limited space in a boutique hotel, which services would you prefer? (Please rank 1 to 12, one being the most important)

Restaurant	
Bar	
Spa	
Indoor Pool	
Outdoor Pool	
Kitchenette in room	
Jacuzzi bath in the room	
Jacuzzi in the terrace	
24 hr reception	
In room entertainment applications such as Netflix	
Breakfast	
Fitness Area	

36. Do you think boutique hotels should be rated (5 star, 4 star ...)

Yes ☐ No ☐

Thank you for completing the survey!

APPENDIX B

Interview General Manager – Boutique Hotels

1. What do you define to be a boutique hotel?
2. In your view what makes a boutique hotel different from standard hotels?
3. How long you have been a manager of a boutique hotel? Please give a brief of the hotel you manage? The boutique hotel forms part of a chain other hotels?
4. Have you worked previously in any large hotels? If yes, what adaptations did you have to adhere to?
5. From your experience, what are guests looking for from their stay in a boutique hotel?
6. What are their expectations?
7. What do you think are the advantages and disadvantages of a boutique hotel over a standard hotel in the mind of the traveller?
8. What do you think are the advantages and disadvantages of a boutique hotel over a standard hotel in terms of operations and costs.
9. Which services do you consider necessary to have in a boutique hotel?
10. If you had the necessary space, which services would you consider adding?
11. How do you balance feasibility of service? Cost of service vs value added to guest's experience.
12. What are the pros and cons of having different room designs.
13. Which service do guests use or request the most?
14. What are the age groups that visit your hotel? Which age group is the most frequent guest?
15. What type of travellers visit your hotel? And which type is the most frequent? (Eg Families with children, couples, group of friends, business trips, solo travellers)
16. Why do you think guests choose boutique hotels over other type of accommodation?
17. Boutique hotels without ancillary facilities, do you think they are a step behind large hotels?
18. Do you think ancillary facilities such as indoor pool, spa, outdoor areas are viable for a small hotel of less than 50 rooms?
19. To come up with an innovation when it comes to design and services offered what are the steps that one needs to take?
20. The fact that boutique hotels are not backed by a legislation does it effects marketing?
21. During the pandemic and post pandemic do you think that boutique hotels have a competitive advantage over other accommodation premises and if YES please explain
22. To give an excellent service, employees are a key, how do you mitigate this and keep costs low?
23. How should boutique hotels be sustained in Malta?

APPENDIX C

Interview to Concept Directors

1. When coming up with a boutique hotel concept, what factors do you take into consideration?
2. The approach of doing a boutique hotel is different from that of a standard hotel accommodation, can you please explain?
3. It is difficult to include facilities in boutique hotels due to space limitation, how do you go overcome this?
4. What services do you believe are the most important to include in a boutique hotel?
5. What do you think determines the WOW factor in a boutique hotel?
6. How do you think the design can impact on the experience of the guest?
7. The design of a boutique hotel should not only be about the design and aesthetics of the building, but it should also be an integral part of the service and way of operations. What do you think of this statement?
8. Costs are always a concern both in terms of investment and day to day operations. How do you manage to go around this and at the end of the day still manage to offer guests a WOW factor hotel that is necessary to succeed in the hotel industry?
9. In your opinion, how can boutique hotels be sustained and develop in Malta?

APPENDIX D

Accommodation premises having less than 50 rooms

Accommodation Premises having less than 50 rooms

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed/Covers	Apartment	Hostel	Hotel	GH
GH/0020	Standard	Rivortorto Guest House	Sr. Sommer Street	Birkirkara	18	35				1
GH/0139/1	Comfort	Water's Edge Guest House	Wesgha Carmelo Caruana	Birzebbuga	40	80				1
GH/0099	Standard	Renos Guest Hote	1, Triq San Philip	Birzebbuga	10	20				1
H/0298	Standard	3 Coral hotel	Triq il-Korp Tal-Pjuni	Bugbba	40	80				1
GH/0072	Standard	Tarona Guest House	160, Triq Calleja	Bugbba	8	20				1
GH/0126	Comfort	Sunstone Guest House	Triq il-Kavetta	Bugbba	10	23				1
GH/0082	Standard	Bucemners Guest House	Triq Gulju	Bugbba	30	60				1
GH/0016	Standard	The 3 Cities Auberge	22, Triq L-oratorju	Cospicua	5	10				1
GH/0351	Standard	Julesys BNB Guest House	105, Triq San Gorg	Cospicua	5	10				1
GH/0064	Standard	The Lodge Guest House	144/145, Triq Matty Grima	Cospicua	6	12				1
GH/0187	Standard	Boco Boutique	65, Triq l-Oratorju	Cospicua	6	12				1
GH/0337	Standard	Casa Birmla Guest House	3-5 Sqaj il-Kuncizzjoni	Cospicua	11	18				1
GH/0008	Standard	No. 23 Boutique	21,23, Triq il-Kapucini	Floriana	8	16				1
H/0040	Standard	The King George	Triq Karmu Zarb	Gharghur	5	10				1
GH/0015	Standard	Talbot and Bons Guest House	95, Triq il-Kbira	Gudja	12	22				1
GH/0060	Standard	Island Guest House	47A & 47B, Triq Sir Charles Cameron	Gzira	9	18				1
GH/0051	Standard	Lokali Rooms Guest House	82, Triq tas-Sliema	Gzira	11	18				1
GH/0176	Standard	Euro Guest House	677 Triq Pousonby	Gzira	28	53				1
GH/0192	Standard	Villa Del Porto Guesthouse	Triq il-Marina	Kalkara	13	26				1
GH/0054	Standard	The Suites - Piazza Kirkop	5, Misrah San Anand	Kirkop	6	12				1
H/0415/1	Standard	3 L-Plajja Hotel	Triq il-Mungbell	Marsalforn	14	20				1
GH/0002	Standard	Lantern Guest House	Triq il-Qbajjar	Marsalforn	12	29				1
GH/0189	Standard	Atlantis Lodge	Triq il-Qolla	Marsalforn	13	28				1
GH/0178	Standard	Electra Guest House	Triq il-Wied	Marsalforn	15	27				1
HOS/0018	Standard	Maria Giovanna	Triq ir-Rabat	Marsalforn	15	30			1	
GH/0222	Standard	Murella Living	18/19, Bakery Street,	Marsalforn	23	50				1
GH/0065	Standard	Akvador Guest House	Triq Vajrita	Marsascala	9	18				1
GH/0062	Standard	C'est la vie Guest House	Triq is Salini	Marsascala	27	34				1
GH/0160	Standard	Summer Nights Guest House	24, Triq Marina	Marsascala	9	18				1
GH/0110	Standard	TJ Boutique Accommodation	Triq il-Qaliet	Marsascala	16	30				1
H/0377	Standard	2 Sensi Hotel	Triq il-Mahsel	Marsascala	20	40				1
H/0398	Standard	2 Porto Scala Hotel	47, Triq il-Balharra	Marsascala	24	50				1
H/0126	Standard	3 Cerviola Hotel	201, Triq il-Qaliet	Marsascala	32	64				1
GH/0045	Standard	The Shipwright's Lodge Guest House	No : 07 Xatt is-Sajjida	Marsaxlokk	4	8				1
GH/0348	Standard	South Wind Guest House	10, Triq Sant Andrija	Marsaxlokk	8	16				1
GH/0019	Standard	Duncan Guest House	33, Xatt is-Sajjed	Marsaxlokk	9	19				1
GH/0035	Standard	Dun Grog Guest House	Triq is-Silg	Marsaxlokk	13	26				1
GH/0203	Standard	Port View Guest House	18, Triq il-Luzzu	Marsaxlokk	13	26				1
GH/0202	Comfort	Harbour Lodge	Triq San Piju V	Marsaxlokk	17	34				1
GH/0029	Standard	Fishermans Cove Guest House	Triq Tas-Silg	Marsaxlokk	25	52				1
H/0053	Standard	5 Xara Palace Hotel	Misrah il-Kunsill	Mdina	17	34				1

Accommodation Premises having less than 50 rooms

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed/Covers	Apartment	Hotel Licence	Hotel Licence	GH Licence
AH/0181	Standard	4 Pergola Holiday Club	Triq Adenau	Mellieha	36	204	1			
GH/0059	Standard	Iuina Guest House	168, Main Street	Mosta	7	14				1
GH/0106	Comfort	Charles Guest House	2, Triq il-Wied	Msida	16	32				1
HOS/0055	Standard	Chapter 5	Triq Mon Dandria	Msida	20	37			1	
H/0428	Standard	3 Cesa Boutique Hotel	Triq ix-Xlendi	Munxar	21	42				1
H/0411	Standard	3 San Andrea	Xatt ix-Xlendi	Munxar	28	56				1
GH/G/0101	Comfort	View Point Boutique Living	No 5, Triq ix-Xlendi	Munxar	8	18				1
H/0426	Comfort	2 Quaint Hotel Nadur	Pjazz L-Areipriet	Nadur	11	22				1
GH/0205	Comfort	Chapel 5 Suites	Triq Santa Lucia	Naxxar	5	10				1
GH/0367	Standard	Loggia Mariposa	16 Sqaq Nru 3	Naxxar	5	10				1
H/0071	Standard	3 Allegro Hotel Bed & Breakfast	9, Triq Ross	Paceville	32	76				1
GH/0369	Standard	Life Inn Suites	60, Triq il-Wilga	Paceville	20	37				1
H/0338	Standard	2 Euro Start Hotel	Triq Ball	Paceville	30	60				1
H/0452	Standard	3 D Dream Hotel	Triq Ball	Paceville	35	70				1
H/0076	Standard	2 English Plus Residence Hotel	192, Triq il-Marina	Pieta	26	49				1
GH/0200	Standard	Lellux	Triq 28 ta April 1688	Qala	7	14				1
GH/0041	Comfort	Villa Dei Veni	Triq ta Gruju	Qala	10	20				1
GH/0067	Standard	Palazzino Nina	106, St. Catherine Str.	Qorini	7	14				1
H/0025	Standard	2 Quaint Boutique Hotel Rabat	Triq ir-Repubblika	Rabat	8	16				1
H/0414	Standard	3 Down Town Hotel	Triq l-Ewropa	Rabat	38	76				1
GH/0368	Standard	Casa Azzopardi	75, Triq San Pavl	Rabat	3	6				1
GH/0338	Standard	Maleth Inn Guesthouse	14-15, Triq il-Muzew	Rabat	4	8				1
GH/0056	Standard	116 Townhouse Guesthouse	116, Triq Gorb Borg Oliver	Rabat	5	10				1
GH/0013	Standard	My Travel House Guest House	30, Triq San Martin	Rabat	6	8				1
GH/0040	Standard	MYN Guest House	Triq Bir il-Ljun	Rabat	7	14				1
GH/0343	Standard	Estrella Lodging Guest House	Triq Kan. G Gatt Said	Rabat	7	14				1
GH/0196	Standard	Casa Gemelli	Triq ir-Repubblika	Rabat	9	18				1
GH/0010	Comfort	Point De Vue Guest House	5, Triq is-Saqgija	Rabat	13	24				1
GH/0003	Standard	White Star Guest House	Triq il-Lamija	Salina	15	34				1
Z	Standard	Sefranda Guest House	1, Triq il-Qasab	San Gwann	6	22				1
GH/0066	Standard	Caro Guest House	1, Triq il-Qasab	San Gwann	7	13				1
H/0128	Standard	3 Kappara Hotel	Triq il-Wied L-Gholieqa	San Gwann	27	54				1
H/0431	Standard	2 Quaint Hotel Samiat	17-19 Piazza Santa Margherita	Samiat	11	17				1
GH/0023	Standard	The Snop House	22/23 Triq il-Vitorja	Senglea	6	12				1
GH/0221	Standard	Cugo Grand Macina Grand Harbour	Triq il-31 ta Marzu	Senglea	20	40				1
GH/0224	Standard	Piazza Suites	4, Triq San Gwann	Siggiewi	5	12				1
H/0027	Standard	3 Mr. Todd 3 Star Hotel	Triq Manwe Dimech	Sliema	30	60				1
AH/0284	Standard	4 Rocca Nettuno Hotel	Triq Matthew Pulis	Sliema	40	80				1
H/0263	Standard	3 Roma Hotel	Triq Ghar il-Lembi	Sliema	41	80				1
H/0045	Standard	3 The Howard Hotel	Triq Guze Howard	Sliema	47	100				1
H/0162	Standard	3 Carlton Hotel	Triq it-Torri	Sliema	47	94				1

Accommodation Premises having less than 50 rooms

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed/Covers	Apartment Hotel	Hostel Licence	Hotel Licence	GH Licence
GH/0037	Standard	O'Clock Guesthouse	139/1 Triq il-Torri	Sliema	6	15				1
GH/0340	Standard	D Townhouse	84, Triq San Vincenz	Sliema	7	14				1
GH/0363	Standard	Blanc Boutique	84, Windsor Terrace	Sliema	8	24				1
GH/0103	Standard	Cozy Suites Guest House	345, Triq Manwel Dimech	Sliema	9	18				1
GH/0053	Standard	The Exiles Suites & Rooms	55, 56, 57, Triq San Frangisk	Sliema	10	26				1
GH/0119	Comfort	Slimiza Suites	29, Triq il-Katidral	Sliema	19	38				1
GH/0362	Standard	Palazzo Violetta	85, Triq Tonna	Sliema	24	48				1
H/0069		2 The White House	Triq Paceville	St. Julians	19	36				1
H/0103		3 Spinola Hotel	Triq il-Qalier	St. Julians	28	59				1
H/0439		3 The District Hotel	Triq Santu Wistin	St. Julians	39	80				1
H/0038/1		3 Hugos Boutique Hotel	St. Georges Street	St. Julians	40	80				1
GH/0079	Standard	1-Two-3 Guest House	123, Triq il-Khira	St. Julians	11	22				1
GH/0083	Standard	Cork's Guest House	43, Triq Birkirkara	St. Julians	14	28				1
GH/0140	Standard	Hacienda Guest House	35, Triq Wilga	St. Julians	14	21				1
GH/0208	Standard	Jules Suites Guest House	Triq Sant Audrija	St. Julians	14	28				1
GH/0004	Standard	Sogdiana Guest House	Triq Ross	St. Julians	16	28				1
GH/0181	Comfort	ESE Guest House	Dolphin Complex	St. Julians	19	38				1
GH/0046	Standard	Holm Guest House	Sqaq Fabri	St. Julians	29	58				1
GH/0144	Comfort	Porto Del Sol Guest House	13, Triq ix-Xenxija	St. Pauls Bay	15	30				1
GH/0012	Standard	The Pearl Guest House	51, 52, 53 Triq Ghajn Rasul	St. Pauls Bay	21	38				1
GH/0150	Standard	Villa Kavalieri Guest House	Triq il-Qasam	Swieqi	10	20				1
GH/0039	Comfort	Green Grove Guest House	Triq id-Dris	Swieqi	12	24				1
GH/0206	Standard	The Burrow Guest House	3 SQAQ 4,	Tarxien	6	11				1
H/0040		5 Iniala Harbour House Hotel	Triq Santa Barbara	Valetta	14	28				1
H/0451		2 Palazzo Paolina Hotel	Triq San Pawl	Valetta	15	30				1
GH/0021		3 Rosaria Hotel	152, Triq Melita	Valetta	21	42				1
H/0021		4 Domus Zamitello Hotel	Triq ix-Repubblika	Valetta	21	42				1
H/0436		3 De Villena Boutique Hotel	Triq il-Tejarn L-Antik	Valetta	22	44				1
H/0037		2 Grand Harbour Hotel	Triq il-Batterija	Valetta	24	44				1
H/0004		5 Roselli Ax Privilege	167, Triq il-Merkanti	Valetta	25	50				1
H/0438		4 Palais Le Brun Hotel	100, Triq L-Ifran	Valetta	28	56				1
H/0018		3 Castille Hotel	Piazza Kastija	Valetta	39	80				1
H/0453		3 La Falconeria Hotel	Triq Melita	Valetta	43	86				1
H/0058		2 British Hotel	40, Triq il-Batterija	Valetta	46	80				1
GH/0100	Standard	The Hideaway Guest House	32, St. Barbara Bastions	Valetta	4	8				1
GH/0209	Standard	Kursara Prot View	143, Triq Sant Ursula	Valetta	4	8				1
GH/0364	Standard	The Coleridge	89, 91, Old Bakery Street	Valetta	4	8				1
GH/0032	Standard	Casa Rocca Piccola	No. 53 Triq San Dummiku	Valetta	5	10				1
GH/0024	Standard	Casa Lapira Guest House	239, Triq Orsla	Valetta	6	12				1
GH/0228	Standard	Tano's Boutique Guesthouse	41, Triq San Pawl	Valetta	6	12				1
GH/0207	Comfort	Casa Ellul Guest House	81, Triq it-Teatru l-antik	Valetta	7	14				1

Accommodation Premises having less than 50 rooms

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed/Covers	Apart Hotel	Hostel Licence	Hotel Licence	GH Licence
GH/0036	Standard	Bonheur Guest House	Triq Sippers	Valletta	7	14				1
GH/0199	Standard	Ursolino Valletta	Triq Sant Ursola	Valletta	7	14				1
GH/0339	Standard	SU29 Guest House	29, Triq Sant Orsla	Valletta	7	14				1
GH/0366	Standard	Ajkla Mansion	8, Triq l-Ajkla	Valletta	7	14				1
GH/0014	Comfort	Casa Asti	18, Triq Santa Ursula	Valletta	8	15				1
GH/0331	Standard	The Vincent Guest House	84, Triq l-Ispitar l-Antik	Valletta	8	16				1
GH/0009	Standard	New Midland Boutique	255, Triq Sant Ursula	Valletta	10	22				1
GH/0365	Standard	Palazzo Consiglia	102, St. Ursola Street	Valletta	12	24				1
GH/0183	Comfort	Luciano Guest House	21, Strada Merkanti	Valletta	13	26				1
GH/0358	Standard	Merkanti Guest House	Triq it-Teatru l-Antik	Valletta	16	32				1
GH/0027	Standard	66, St. Pauls	Triq San Pawl	Valletta	18	36				1
GH/0214	Standard	The Barrister Guest House	57, Triq San Kristofnu	Valletta	18	36				1
GH/0038	Standard	19 Rooms Guest Guesthouse	86/87/88, Triq San Kristofnu	Valletta	20	35				1
GH/0030	Standard	Cumberland Guest House	111/112, St John Street	Valletta	21	42				1
GH/0370	Standard	The Sain John	Triq il-Merkanti	Valletta	21	44				1
H/0450		3 The Duke Hotel	Triq il-Repubblika	Victoria	30	60			1	
GH/0195	Standard	Locanda La Gelsomina	Triq il-kunsill Popolari	Vittoriosa	4	8				1
GH/0335	Standard	il-Loggia Guest House	Triq il-Knisja	Xaghra	10	20				1
H/0101		3 Ambassador Hotel	Shipwreck Promenade	Xewkija	45	104			1	
H/0442		2 Quaint Hotel Xewkija	Piazza San Gwann Battista	Xewkija	10	17			1	
GH/0108	Standard	Mariblu Guest House	Triq l-Ingarr	Xewkija	17	34				1
GH/0164	Comfort	San Antonio Guest House	Triq it-Torri	Xlendi	22	41				1
GH/0070	Standard	Lulu Guest House	29, Triq l-Iunu Malti	Zebbug	8	24				1
GH/0353	Standard	De Rohan Guest House	3 Sqaa Nru 11	Zebbug	9	17				1
Totals					2414	4952	2	2	38	105

Summary

Type of Premises	Quantity
Apart Hotel	2
Hostel licence	2
Hotel Licence	38
Guest House Licence	105

a. Total number of bedrooms offered by properties having less than 50 rooms amounts to 2414 which

Accommodation premises and their respective review score

Accommodation premises and their respective review score

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed/Covers	Review Score
GH/0020	Standard	Rivortorto Guest House	St. Sommier Street	Birkirkara	18	35	9.1
GH/0072	Standard	Tarona Guest House	160, Triq Calleja	Bugibba	8	20	8.3
GH/0082	Standard	Buccannars Guest House	Triq Gulju	Bugibba	30	60	8.4
GH/0016	Standard	The 3 Cities Auberge	22, Triq L-oratorju	Cospicua	5	10	*
GH/0351	Standard	Julesys BNB Guest House	105, Triq San Gorg	Cospicua	5	10	9.5
GH/0064	Standard	The Lodge Guest House	144/145, Triq Matty Grima	Cospicua	6	12	9.4
GH/0187	Standard	Boco Boutique	65, Triq l-Oratorju	Cospicua	6	12	9.4
GH/0337	Standard	Casa Birmila Guest House	3-5 Sqaq il-Kuncizzjoni	Cospicua	11	18	9.1
GH/0008	Standard	No: 23 Boutique	21,23, Triq il-Kapuccini	Floriana	8	16	9.3
GH/0015	Standard	Talbot and Bons Guest House	95, Triq il-Kbira	Gudja	12	22	9.2
GH/0060	Standard	Island Guest House	47A & 47B, Triq Sir Charles Cameron	Gzira	9	18	8.7
GH/0051	Standard	Lokali Rooms Guest House	82, Triq tas-Sliema	Gzira	11	18	8.9
GH/0192	Standard	Villa Del Porto Guesthouse	Triq il-Marina	Kalkara	13	26	7.8
GH/0054	Standard	The Suites - Piazza Kirkop	5, Misrah San Anard	Kirkop	6	12	8.6
H/0415/1	Standard	3 Il-Plajja Hotel	Triq il-Mungbell	Marsalforn	14	20	8.0
GH/0002	Standard	Lantern Guest House	Triq il-Qbajjar	Marsalforn	12	29	8.2
GH/0178	Standard	Electra Guest House	Triq il-Wied	Marsalforn	15	27	7.4
HOS/0018	Standard	Maria Giovanna	Triq ir-Rabat	Marsalforn	15	30	9.3
GH/0222	Standard	Murella Living	18/19, Bakery Street,	Marsalforn	23	50	8.9
GH/0062	Standard	C'est la vie Guest House	Triq is Salini	Marsascala	27	34	8.1
GH/0110	Standard	TJ Boutique Accommodation	Triq il-Qaliet	Marsascala	16	30	9.3
H/0377	Standard	2 Sensi Hotel	Triq il-Mahsel	Marsascala	20	40	8.1
H/0126	Standard	3 Cerviola Hotel	201, Triq il-Qaliet	Marsascala	32	64	8.4
GH/0045	Standard	The Shipwright's Lodge Guest House	No :07 Xatt is-Sajjieda	Marsaxlokk	4	8	9.4
GH/0348	Standard	South Wind Guest House	10, Triq Sant Andrija	Marsaxlokk	8	16	9.3
GH/0035	Standard	Dun Gorg Guest House	Triq is-Silg	Marsaxlokk	13	26	9.2
GH/0203	Standard	Port View Guest House	18, Triq il-Luzzu	Marsaxlokk	13	26	9.1
GH/0202	Comfort	Harbour Lodge	Triq San Piju V	Marsaxlokk	17	34	7.9
GH/0029	Standard	Fishermans Cove Guest House	Triq Tas-Silg	Marsaxlokk	25	52	9.3
H/0053	Standard	5 Xara Palace Hotel	Mistrah il-Kunsill	Mdina	17	34	8.9
AH/0181	Standard	4 Pergola Holiday Club	Triq Adenau	Mellieha	36	204	7.8
HOS/0055	Standard	Chapter 5	Triq Mon Dandria	Msida	20	37	9.0
H/0428	Standard	3 Cesca Boutique Hotel	Triq ix-Xlendi	Munxar	21	42	9.2
H/0411	Standard	3 San Andrea	Xatt ix-Xlendi	Munxar	28	56	8.1
GH/G/0101	Comfort	View Point Boutique Living	No 5, Triq ix-Xlendi	Munxar	8	18	9.9 **
H/0426	Standard	2 Quaint Hotel Nadur	Pjazz L-Arcipriet Martin Camilleri	Nadur	11	22	9.0

Accommodation premises and their respective review score

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed/Covers	Review Score
GH/0205	Comfort	Chapel 5 Suites	Triq Santa Lucija	Naxxar	5	10	9.3
H/0071		3 Allegro Hotel Bed & Breakfast	9, Triq Ross	Paceville	32	76	7.7
H/0452		3 D Dream Hotel	Triq Ball	Paceville	35	70	9.0
GH/0041	Comfort	Villa Dei Venti	Triq ta Grunju	Qala	10	20	9.2
H/0025		2 Quaint Boutique Hotel Rabat	Triq ir-Repubblika	Rabat	8	16	9.1
GH/0368	Standard	Casa Azzopardi	75, Triq San Pawl	Rabat	3	6	9.7
GH/0338	Standard	Maleth Inn Guesthouse	14-15, Triq il-Muzew	Rabat	4	8	8.8
GH/0056	Standard	116 Townhouse Guesthouse	116, Triq Gorb Borg Oliver	Rabat	5	10	9.5
GH/0013	Standard	My Travel House Guest House	30, Triq San Martin	Rabat	6	8	8.4
GH/0040	Standard	MYN Guest House	Triq Bir il-Ljun	Rabat	7	14	9.2
GH/0343	Standard	Estrella Lodging Guest House	Triq Kan, G Gatt Said	Rabat	7	14	8.4
GH/0196	Standard	Casa Genelli	Triq ir-Repubblika	Rabat	9	18	9.5
GH/0010	Comfort	Point De Vie Guest House	5, Triq is-Saqqa	Rabat	13	24	8.6
GH/0066	Standard	Caro Guest Hose	1 Triq il-Qrempec	Rabat	7	13	9.4
H/0431		2 Quaint Hotel Sannat	17-19 Piazza Santa Margherita	Sannat	11	17	8.9
GH/0023	Standard	The Snop House	22/23 Triq il-Vitorja	Senglea	6	12	9.6
GH/0221	Standard	Cugo Grand Macina Grand Harbour	Triq il-31 ta Marzu	Senglea	20	40	9.0
GH/0224	Standard	Piazza Suites	4, Triq San Gwann	Siggiewi	5	12	9.3
H/0027		3 Mr. Todd 3 Star Hotel	Triq Manwe Dimech	Sliema	30	60	9.0
H/0263		3 Roma Hotel	Triq Ghar il-Lembi	Sliema	41	80	7.0
H/0162		3 Carlton Hotel	Triq ir-Torri	Sliema	47	94	7.8
GH/0340	Standard	D Townhouse	84, Triq San Vincenz	Sliema	7	14	9.6
GH/0103	Standard	Cozy Suites Guest House	345, Triq Manvel Dimech	Sliema	9	18	8.6
GH/0053	Standard	The Exiles Suites & Rooms	55,56,57, Triq San Frangisk	Sliema	10	26	9.0
GH/0119	Comfort	Slimiza Suites	29, Triq il-Katidral	Sliema	19	38	8.8
GH/0362	Standard	Palazzo Violetta	85, Triq Tonna	Sliema	24	48	8.7
H/0439		3 The District Hotel	Triq Santu Wistin	St. Julians	39	80	8.7
H/0038/1		3 Hugos Boutique Hotel	St. Georges Street	St. Julians	40	80	8.9
GH/0208	Standard	Jules Suites Guest House	Triq Sant Andrija	St. Julians	14	28	9.5
GH/0004	Standard	Sogdiana Guest House	Triq Ross	St. Julians	16	28	7.8
GH/0046	Standard	Holm Guest House	Sqeq Fabri	St. Julians	29	58	8.9
GH/0039	Comfort	Green Grove Guest House	Triq id-Dris	Swieqi	12	24	8.4
GH/0206	Standard	The Burrow Guest House	3 SQAQ 4,	Tarxien	6	11	8.4
H/0040		5 Iniala Harbour House Hotel	Triq Santa Barabara	Valletta	14	28	9.7
H/0451		2 Palazzo Paolina Hotel	Triq San Pawl	Valletta	15	30	9.3
GH/0021		3 Rosaria Hotel	152, Triq Melita	Valletta	21	42	9.2

Accommodation premises and their respective review score

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed/Covers	Review Score
H/0021		4 Domus Zamittello Hotel	Triq ir-Repubblika	Valletta	21	42	9.6
H/0037		2 Grand Harbour Hotel	Triq il-Batterija	Valletta	24	44	8.6
H/0004		5 Roselli Ax Privilege	167, Triq il-Merkanti	Valletta	25	50	8.6
H/0438		4 Palais Le Brun Hotel	100, Triq L-Ifran	Valletta	28	56	9.1
H/0018		3 Castille Hotel	Pjazza Kastilja	Valletta	39	80	8.0
H/0453		3 La Falconeria Hotel	Triq Melita	Valletta	43	86	9.1
GH/0209	Standard	Kursara Prot View	143, Triq Sant Ursula	Valletta	4	8	7.9
GH/0364	Standard	The Coleridge	89,91, Old Bakery Street	Valletta	4	8	8.9
GH/0032	Standard	Casa Rocca Piccola	No: 53 Triq San Duminku	Valletta	5	10	9.7
GH/0024	Standard	Casa Lapira Guest House	239, Triq Orsla	Valletta	6	12	8.9
GH/0228	Standard	Tano's Boutique Guesthouse	41, Triq San Pawl	Valletta	6	12	9.2
GH/0207	Comfort	Casa Ellul Guest House	81, Triq it-Teatru l-antik	Valletta	7	14	9.2
GH/0199	Standard	Ursulino Valletta	Triq Sant Ursula	Valletta	7	14	9.5
GH/0339	Standard	SU29 Guest House	29, Triq Sant Orsla	Valletta	7	14	9.0
GH/0366	Standard	Ajkla Mansion	8, Triq l-Ajkla	Valletta	7	14	7.9
GH/0014	Comfort	Casa Asti	18, Triq Santa Ursula	Valletta	8	15	8.4
GH/0331	Standard	The Vincent Guest House	84, Triq l-Ispitar l-Antik	Valletta	8	16	8.7
GH/0365	Standard	Palazzo Consiglia	102, St. Ursola Street	Valletta	12	24	9.3
GH/0183	Comfort	Luciano Guest House	21, Strada Merkanti	Valletta	13	26	8.1
GH/0358	Standard	Merkanti Guest House	Triq it-Teatru l-Antik	Valletta	16	32	9.0
GH/0027	Standard	66, St. Pauls	Triq San Pawl	Valletta	18	36	9.2
GH/0214	Standard	The Barrister Guest House	57, Triq San Kristofru	Valletta	18	36	9.4
GH/0038	Standard	19 Rooms Guest Guesthouse	86/87/88, Triq San Kristofru	Valletta	20	35	9.2
GH/0030	Standard	Cumberland Guest House	111/112, St John Street	Valletta	21	42	8.7
GH/0370	Standard	The San John	Triq il-Merkanti	Valletta	21	44	9.0
H/0450		3 The Duke Hotel	Triq ir-Repubblika	Victoria	30	60	9.5
GH/0335	Standard	il-Logga Guest House	Triq il-Knisja	Xaghra	10	20	9.1
H/0101		3 Ambassador Hotel	Shipwreck Promenade	Xenxija	45	104	7.2
H/0442		2 Quaint Hotel Xenxija	Pjazza San Gwann Battista	Xenxija	10	17	9.1
GH/0108	Standard	Mariblu Guest House	Triq l-Ingarr	Xewkija	17	34	7.8
GH/0164	Comfort	San Antonio Guest House	Triq it-Torri	Xlendi	22	41	9.0
GH/0070	Standard	Lulu Guest House	29, Triq l-Innu Malti	Zebbug	8	24	***
GH/0353	Standard	De Rohan Guest House	3 Sqaq Nru 11	Zebbug	9	17	9.5
					1668	3450	

Accommodation premises and their respective review score

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed/Covers	Review Score
*		Excluded from the data analysis since the property had only 71 reviews					
**		It was included in the analysis as that score is based on 436 reviews					
***		Excluded from the data analysis since the property had only 78 reviews					
<div><div>Summary</div><div><div>Average</div><div>8.8</div></div><div><div>Median</div><div>9.0</div></div><div><div>Mode</div><div>9.2</div></div></div>							

Accommodation premises analysed

Accommodation premises analysed																					
Ref	Chain	Establishment name	Address	Locality	No of bedroom	Bed Covers	Diner		FB Outlets	Facilities					Location				Chain		
							Set in unique building	Outdoor Diner		Normal Diner	Designer furnished	Outdoor pool	Indoor pool	SPA	Fitness Area	Parking	No Facilities	City		City Centre	ent Village
GE0020	Standard	Alroy's BNE Guest House	St. Simeon Street	Brickburn	18	35			1		1									1	
GE0072	Standard	Thana Guest House	160, The College	Bangba	8	20			1		1										1
GE0073	Standard	Thana Guest House	160, The College	Bangba	30	10			1												1
GE0014	Standard	The 3 Clive Ashberg	22, The Lezards	Copacabana	5	10			1												1
GE0016	Standard	Alroy's BNE Guest House	105, The Sun Grog	Copacabana	6	12			1												1
GE0017	Standard	Alroy's BNE Guest House	44-45, The Many Grog	Copacabana	6	12			1												1
GE0018	Standard	Alroy's BNE Guest House	3-5, Squeak-Munimimim	Copacabana	11	18			1												1
GE0008	Standard	No. 23 Boutique	21-23, The Lezards	Florida	8	16			1												1
GE0009	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	12	22			1												1
GE0010	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	9	18			1												1
GE0011	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	11	18			1												1
GE0012	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0013	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0014	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0015	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0016	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0017	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0018	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0019	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0020	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0021	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0022	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0023	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0024	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0025	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0026	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0027	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0028	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0029	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0030	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0031	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0032	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0033	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0034	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0035	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0036	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0037	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0038	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0039	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0040	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0041	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0042	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0043	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0044	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0045	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0046	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0047	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0048	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0049	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0050	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0051	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0052	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0053	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0054	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0055	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0056	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0057	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0058	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0059	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0060	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0061	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0062	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0063	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0064	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0065	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0066	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0067	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0068	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0069	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0070	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0071	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0072	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0073	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0074	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0075	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0076	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0077	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0078	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0079	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0080	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0081	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0082	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0083	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												1
GE0084	Standard	Alroy's BNE Guest House	47, The Lezards	Florida	13	22			1												

Ref	Class	Establishment name	Address	Locality	No of bedrooms	Bed Covers	Decor			Facilities					Location					Chain			
							Set in unique building	Outdated Decor	Normal Decor	Designer finished	FB Outlets	Outdoor pool	Indoor pool	SPA	Fitness Area	Parking	No Facilities	City	City Centre		Entertainment Village	Beach Location	Town
H0453	Standard	3 La Falconera Hotel	Taq Melia	Valletta	43	56	1			1	1					1	1						
GH0209	Standard	143 Taq Sant Urmila		Valletta	4	8	1									1							
GH0364	Standard	89/91, Old Bakery Street		Valletta	4	8	1									1							
GH0032	Standard	Casa Rocca Piccola	No 53 Taq San Damiani	Valletta	5	10	1									1							
GH0024	Standard	Casa Lapira Guest House	239, Taq Orta	Valletta	6	12		1								1							
GH0228	Standard	Ta'oli Boutique Guesthouse	41, Taq San Pawl	Valletta	6	12			1							1							
GH0207	Standard	Casa Ethal Guest House	81, Taq is-Taruni-Lentik	Valletta	7	14				1						1							
GH0207	Standard	Casa Ethal Guest House	81, Taq is-Taruni-Lentik	Valletta	7	14				1						1							
GH0339	Standard	5129 Guest House	29, Taq San Orta	Valletta	7	14				1						1							
GH0366	Standard	Agila Mansion		Valletta	7	14			1							1							
GH0014	Comfort	Casa Alet	18, Taq Santa Urmila	Valletta	8	15			1							1							
GH0331	Standard	The Vincent Guest House		Valletta	8	16			1							1							
GH0331	Standard	The Vincent Guest House	84, Taq I-Isola-La-Isola	Valletta	8	16			1							1							
GH0183	Comfort	Leopardo Guest House	21, Santa Merania	Valletta	13	26				1						1							
GH0338	Standard	Merikanti Guest House	Taq is-Taruni-La-Isola	Valletta	16	32				1						1							
GH0027	Standard	66, St. Pauls	Taq San Pawl	Valletta	18	36			1							1							
GH0214	Standard	The Berniere Guest House	77, Taq San Klement	Valletta	18	36			1							1							
GH0214	Standard	The Berniere Guest House	77, Taq San Klement	Valletta	18	36			1							1							
GH0330	Standard	Cumbeled Guest House	111/112, St John Street	Valletta	21	42			1							1							
GH0370	Standard	The San John	Taq is-Merikanti	Valletta	21	42			1							1							
H0450	Standard	3 The Duke Hotel	Taq is-Republica	Victoria	30	60			1							1							
GH0335	Standard	il-Loggia Guest House	Xgħajta	Xgħajta	10	20			1							1							
GH0335	Standard	il-Loggia Guest House	Taq is-Rinjula	Xgħajta	10	20			1							1							
H0442	Standard	2 Quattro Hotel Xgħajta	Taq is-Rinjula	Xgħajta	10	17			1							1							
GH0108	Standard	Manikis Guest House	Pjazza San Geron Bernina	Xewkija	17	34			1							1							
GH0164	Standard	San Antonio Guest House	Taq is-Igħar	Xewkija	17	34			1							1							
GH0070	Standard	Lulu Guest House	Taq is-Torri	Xlendi	22	44			1							1							
GH0070	Standard	Lulu Guest House	25, Taq is-Ikram Malt	Zabbug	25	50			1							1							
GH0353	Standard	De Roma Guest House	5-Sq. Vm 11	Zabbug	34	68			1							1							
					1668	3459	39	13	31	60	30	19	5	6	5	2	59	9	39	2	30	35	6

