

Performance measurement in hotels: a case study of Pestana Pousadas de Portugal

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Abstract | The desire to achieve success is currently a daily concern for any company, but it is not always explicitly described and defined. For this reason, measuring performance is essential to transform the complex reality of business into explicit and concrete concepts, which can be easily implemented. One of the most popular approaches to performance measurement is the identification of Critical Success Factors (CSFs).

Within the hotel industry, performance measurement is increasingly important due to the growing importance of the value of human resources and competitiveness, which implies constantly looking for ways to improve the level of quality, reputation, and increase profit. The studies applied to this specific sector are relatively scarce, especially regarding hotel establishments of the “*pousada*” type. Thus, the main objective of this investigation is to identify and analyze the most critical success factors for Pestana Pousadas de Portugal and the respective key performance indicators (KPIs).

The applied methodology went through a fusion of all the information reviewed in the literature and resulted in the formulation of three dimensions of analysis. These elements were included in the data collection instrument. The data collection granted to obtain 19 personal interviews addressed to the directors and managers of Pousadas de Portugal.

The analysis of the data allowed to conclude that the most important objective in the opinion of the respondents is customer satisfaction. In general, the resulting set of the most important CSFs corroborates the set of most prominent CSFs in the literature. In terms of KPIs, respondents proposed several indicators, including financial and non-financial indicators.

Keywords | Critical success factors, Key performance indicators, Performance measurement, Pestana Pousadas de Portugal

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1. Introduction

A company's performance refers to its success in the market and represents a complex and multidimensional phenomenon (Chittithaworn, Islam, Keawchana, & Yusuf, 2011). According to the perspective of Ottenbacher and Gnoth (2005), the achievement of success depends on the systematic and effective management of several activities. Although success is a key term for management and administration, it is not always explicitly described (Chittithaworn et al., 2011).

Therefore, measuring performance is a fundamental part of management, allowing a transformation of complex reality into explicit and concrete concepts, which can be easily communicated and adopted (Meilani & Anugrah, 2015). According to several authors (Haktanir & Harris, 2005; Najdawi, 2020; Mota, Moreira, Costa, Serrão, Pais-Magalhães & Costa, 2021), performance measurement represents a critical tool for organizations in planning and decision making, creating a connection between strategy, competitiveness, revenue management and service provision, and allowing to achieve the objectives and goals outlined.

The CSFs approach is one of the existing approaches to performance measurement and allows for a representative reflection of an organization's true complexity (Rockart, 1979). Leading CSFs researchers, including Boynton and Zmud (1984), Brotherton and Shaw (1996), Ferguson and Dickinson (1982), Freund (1988), Grunert and Ellegaard (1992), Jenster (1987), Leidecker and Bruno (1984), Munro and Wheeler (1980), Rockart (1979), and Vasconcellos Sá and Hambrick (1989), agree that the essence of the CSFs approach to management is, what can be called focused specialization, that is, the concentration of resources and effort on factors capable of providing greater competitive advantage.

Within the hotel industry, due to the dynamic environment that currently exists and the growing importance of the value of human resources and

competitiveness, hotel establishments need to follow trends and measure performance, so that they can remain successful and competitive. In addition, challenges related to hotel management, such as medium and lower infrastructure, unqualified employees, unavailability of personalized services, lack of innovation in the offer, among others, can contribute to poor performance in terms of service quality, customer satisfaction and occupancy rates, which may force hotel managers to rethink current performance measurement practices (Kala & Bagri, 2014).

In the case of the CSFs approach and considering that a hotel has a variety of services and products to offer, CSFs are the set of factors that will sustain the general impression acquired by guests during their stay. In this sense, there must be a balance between providing the guest with the experience and operating the various services (Haktanir & Harris, 2005). Therefore, it is very important for hotels to have an appropriate performance measurement system, so that it is possible to achieve the goals that were previously established, monitor the performance progress and assess whether the objectives have been achieved (Liu & Ko, 2018). The hotel industry corresponds to a very interesting sector for this investigation due to its complexity in using a wide variety of tangible and intangible assets, as a means by which knowledge is applied and skills are developed (Ottenbacher & Harrington, 2010). In addition, the turbulence associated with this industry means that hotel chains and independent units are continually forced to look for ways to improve quality and reputation, reduce costs and increase sales and profits (Ottenbacher & Gnoth, 2005).

Regarding the *Pestana Pousadas de Portugal*, and considering the opinion of their directors and managers, this study will present a synthesis of the results of performance measurement, which will allow the decision-making process with greater security and less risk. Therefore, the objective of this article is to identify and evaluate the most critical

success factors to the success for *Pestana Pousadas de Portugal* focusing on accessibility and communication and the respective indicators that allow measuring the performance of these factors.

In terms of methodology, a literature review developed through the analysis of numerous articles and books will be presented first, followed by the identification of the three main dimensions which will be tested based on personal interviews with the directors and managers of *Pousadas de Portugal*. A content analysis will be conducted to the 19 interviews and will allow to draw several conclusions about the most critical factors for the success of *Pousadas de Portugal* and the respective key performance indicators.

The following section corresponds to the theoretical context that serves as the basis for all of this research, where the reader will be informed of the various concepts and constructs associated with this theme. Then, in section 3, the methodology used will be presented, Section 4 refers to the analysis and discussion of results and, finally, in section 5 the main conclusions, limitations, contributions and future research directions will be presented.

2. Theoretical context

2.1. Evolution and definition of critical success factors

The CSFs approach to management is not a new innovative area of research, having existed for some time, with Daniel (1961) being the first to propose the identification of CSFs, within the information systems, in an article from Harvard Business Review, in the 1960s. The term 'critical success factors' was applied to management literature in the 1980s, when there was a concern about why some organizations were more successful than others and, therefore, research was carried

out to investigate the components of success (Ingram, Biermann, Cannon, Neil, & Waddle, 2000). Over the past three decades, the application of CSFs has been extended to a more generic approach to management, especially within the strategic and operational/management planning (Leidecker & Bruno, 1984; Vasconcellos e Sá, 1988; Grunert & Ellegaard, 1992; Brotherton, 2004a, 2004b; Lima, Eusébio & Partidário, 2014).

The application of CSFs to the tourism and hospitality sector started in 1985. Despite all the attention given to CSFs in various fields, there was only one distinct study of CSFs in the context of the hospitality industry. This was conducted by Geller (1985a, 1985b, 1985c) and focused on the US hotel industry, specifically on the application of CSFs to hotel information systems.

The literature on CSFs usually follows an approach that begins with the definition of objectives, then moves on to the identification of CSFs and ends with the projection of performance measures/indicators (Bullen & Rockart, 1981; Geller, 1985c; Meilani & Anugrah, 2015). Thus, the knowledge of the objectives of a given organization is a critical precondition for its success (Thomas & Long, 2000; Najdawi, 2020). These objectives can be varied, and the studies by Brotherton and Shaw (1996), Geller (1985c), and Meilani and Anugrah (2015) present some examples for the case of hotel establishments, which will be used, later, in the practical application of this empirical study.

Regardless of whether managers consider that their information needs are being met, it is useful that they carry out a continuous review of the CSFs, so that they reflect the most important issues to face in a dynamic environment (Munro & Wheeler, 1980; Zmud, 1984; Boynton & Geller, 1985c; Avcikurt, Altay, & Ilban, 2011). Therefore, according to several authors, such as Brotherton (2004a, 2004b), Brotherton and Shaw (1996), Ferguson and Dickinson (1982), and Geller (1985b, 1985c), for the companies to respond to the changes that occur in competitive business condi-

ons, managers must change their ways of thinking about companies and their structures, to avoid unpleasant surprises or missed opportunities.

As in other industries, the hotel industry has its own characteristics, which distinguish it from the rest and which are associated with the provision of certain products/services and, therefore, the factors used to evaluate the performance of a hotel establishment, must reflect the activities and the specific types of products and services offered (Harris & Mongiello, 2001).

2.2. Accessibility and communication as CSFs

Some of the revised aspects are related to accessibility, namely the location, which represents one of the most evident CSFs in the existing literature about CSFs in hotel establishments (Geller, 1985c; Brotherton & Watson, 2000; Brotherton, 2004a; Kilic & Okumus, 2005; Olsen, Chung, Graf, Lee, & Madanoglu, 2005; Minciotti, Santolia, & Kaspar, 2008; Hua, Chan, & Mao, 2009; Melia, 2010; Chaves, Gomes, & Pedron, 2011; Sainaghi, 2011b, 2011a; Zhang, Ren, Shen, & Xiao, 2013; Wang & Hung, 2015; Goryushkina, Shkurkin, Petrenko, Demin, & Yarovaya, 2016; Fuentes-Medina, Hernández-Estárico, & Morini-Marrero, 2018; Yadegaridehkordi, Nilashi, Nasir, & Ibrahim, 2018). Hua et al. (2009) found that both physical location (city and district where the hotel is located), and virtual location (hotel reservation system) (Brotherton & Shaw, 1996; Brotherton, Heinhuis, Miller, & Medema, 2002; Brotherton, 2004b; Minciotti et al., 2008; Jaafar, 2011; Mohsin & Lengler, 2015) are considered critical for customers. According to Lam, Ho, and Law (2015), the network of a hotel establishment (hotel chain/hotel group to which a hotel belongs) is another aspect that is very relevant to success, since it affects the competitive positioning, the distribution network, the reach of the brand, the strength of the loyalty proposal and the ability to

attract customers. Therefore, the geographical coverage of the hotel chain (Brotherton, 2004a; Hua et al., 2009; Lam et al., 2015) and the size of the hotel chain (Brotherton, 2004a; Hua et al., 2009; Melia, 2010; Lam et al., 2015) are important CSFs of this dimension.

Promotion, Marketing and Prestige correspond to other areas highlighted by the authors (Avci-kurt et al., 2011; Brotherton, 2004b; Brotherton et al., 2002; Brotherton & Shaw, 1996; Hua et al., 2009). In this dimension, the CSFs most highlighted in the literature are the strong brand differentiation (Brotherton, 2004a; Olsen et al., 2005; Daun & Klinger, 2006; Holverson & Revaz, 2006; Hua et al., 2009; Meilani & Anugrah, 2015; Melia, 2010), maintaining market share (Geller, 1985c; Brotherton & Shaw, 1996; Brotherton et al., 2002; Brotherton, 2004b; Olsen et al., 2005; Avci-kurt et al., 2011;), marketing (Geller, 1985c; Vasconcellos e Sá, 1988; Bergin, 2002, 2003; Kilic & Okumus, 2005; Ottenbacher & Gnoth, 2005; Melia, 2010; Goryushkina et al., 2016) and effective promotion and advertising (Vasconcellos e Sá, 1988; Brotherton & Shaw, 1996; Brotherton et al., 2002; Brotherton, 2004b; Kilic & Okumus, 2005).

After the CSFs are identified, it is necessary to proceed with their measurement. These measures represent direct indicators, which measure and monitor the most critical areas where the attention of top management must focus to achieve good performance along each critical dimension (Bullen & Rockart, 1981; Geller, 1985b; Jenster, 1987; Meilani & Anugrah, 2015). Thus, the KPIs are specific standards that allow the calibration of the performance of each CSF, which support the monitoring of performance in a certain key area, being specific to each CSF (Bullen & Rockart, 1981; Geller, 1985c).

Currently, the identification of KPIs is not something new and unknown, and it is gradually being implemented in the practical activities of companies in various sectors (Shadskaiia & Kozlova, 2018), being the main objective to provide

decision makers with measurable indicators to measure organizational performance and optimal use of resources and thus achieve profit maximization through stakeholders satisfaction (Kala & Bagri, 2014, 2016).

Indicators can be soft, corresponding to subjective and qualitative (non-financial) or hard measures, which are objective and quantitative (financial) measures (Bullen & Rockart, 1981; Geller, 1985c). Financial indicators (quantitative) are the traditional means of measuring performance (Wadongo, Odhuno, Kambona, & Othuon, 2010). According to Harris and Mongiello (2001), non-financial indicators have many strengths and are more directly traceable to the company's strategy and, therefore, more used, focusing on customers, operations and human resources, and correspond to the determinants.

On the other hand, the financial indicators refer to the results. Although measuring financial performance is important and can offer greater organizational effectiveness in the long run, for an organization to remain competitive, it must also consider non-financial or operational results, as both are vital for the organization to track and predict business performance in relation to objectives and CSFs (Wadongo et al., 2010; Kala & Bagri, 2014, 2016). Therefore, the indicators consist of financial and non-financial measures, so that there is a balanced and comprehensive focus on performance

(Kala & Bagri, 2016).

Specifically in the case of hotels, measurement indicators provide the basis for measuring the operation of a hotel establishment (Sklyar & Kharchenko, 2018), since they determine the progress of the business (Harris & Mongiello, 2001). Thus, for the success of hotel establishments, it is important that managers focus on reliable and critical performance indicators. It is then the responsibility of management/administration, to ensure that strategic decisions are made based on the adoption and use of various indicators. The aim of this indicators is to evaluate the performance of the hotel establishment and measure the achievements of the organizational objectives (Kala & Bagri, 2014; Shadskaia & Kozlova, 2018). In this way, working with the main indicators, offers a hotel establishment the opportunity to evaluate the implementation of its strategy (through previously identified objectives and CSFs), which enable the general monitoring of all human resources activity, by department and in the company (Shadskaia & Kozlova, 2018).

Some examples of indicators used in accessibility and communication areas, associated with some of the CSFs mentioned above, are presented in table 1. As can be seen, these indicators are quite varied, including financial indicators (e.g.: percentage of occupation) and non-financial indicators (e.g.: guest questionnaire).

Table 1 | KPIs reviewed in literature of some CSFs

Dimension	CSFs	KPIs	Authors
Accessibility	Easy, accurate and efficient booking process/system	Receive immediate booking confirmation	(Mohsin & Lengler, 2015)
		Make a reservation easily	
		Reach average room rate	(Brotherton & Shaw, 1996); (Brotherton <i>et al.</i> , 2002); (Brotherton, 2004b)
		Percentage of occupation	
		Guest questionnaire	
	Yield of rooms		
Promotion, Marketing and Prestige	Intersectoral comparison	Composition of professional bodies	(Phillips & Louvieris, 2005)
		Participation in classification schemes	
		Network relations	
	Strong brand differentiation	Guest market share	(Meilani & Anugrah, 2015)
		Number of new guests	
		Market share of F&B customers	
		Number of new F&B customers	
		Market share of clients for meetings, conventions and exhibitions	
		Number of new clients for meetings, conventions and exhibitions	
	Maintaining market share	Occupancy levels	(Brotherton & Shaw, 1996); (Brotherton <i>et al.</i> , 2002); (Brotherton, 2004b)
		Market penetration	
		Income per room per night	
		Sales amount	
	Marketing	Achieving positive market share in each target segment	(Geller, 1985a)
		Reserved quality and turnover	
Business repeat rate			
Effective promotion and advertising	Increase in business	(Brotherton & Shaw, 1996); (Brotherton <i>et al.</i> , 2002); (Brotherton, 2004b)	
	Market penetration level		

Source: Author's construction

3. Methodology

This investigation was directed to *Pousadas de Portugal*, currently managed by a private group, the Pestana Hotel Group. The *Pousadas de Portugal* consists of 33 units. The investigation was directed to the Pestana Hotel Group because it represents the largest multinational group with Portuguese origin in the Tourism sector and integrates the 30 largest European hotel groups (Grupo Pestana, 2020a, 2020b). This importance and relevance have turned to a high interest in understanding which are the most critical success factors, associated with its hotel establishments. It was decided to investigate the case of this sub-brands due to the particularity, diversity, and variety of the offer at national level, aiming to contribute, not only to the success of these establishments, but also for the recognition of them as a different type of accommodation, which can meet different needs

and/or desires of different market segments.

A personal interview was selected to be the data collection instrument. The interview method is favored by many researchers in this field (Bullen & Rockart, 1981; Boynton & Zmud, 1984) as it is a structured technique capable of generating very rich and narrative data on the subject, however it has the disadvantage that it can take time and/or be expensive. Furthermore, it is an approach eminently applicable to in-depth studies focused on a single organization (Brotherton & Shaw, 1996; Hua et al., 2009), as is the case of this study, which focuses on *Pestana Pousadas de Portugal*.

Thus, the interview has the purpose of finding the most important CSFs (Hua et al., 2009), as well as the indicators that allow its operationalization. Caralli, Stevens, Willke, and Wilson (2004) consider that the interview is one of the most effective processes to identify a set of CSFs. In this sense, the interview of this study has diffe-

rent types of questions, being considered a semi-structured interview because there is an interview scheme that structures and imposes a frame of reference with a set of previously defined questions (Quivy & Campenhoudt, 1998). According to Quivy and Campenhoudt (1998), this type of interview is the most used in the context of social research.

An interview with a manager must seek to achieve four objectives namely, to understand the organization, as well as the role of the manager in its context; understand the objectives of the organization and the interviewee; identify the CSFs and the measures to operationalize them; and assist the manager in understanding his information needs (Bullen & Rockart, 1981). As highlighted by Yadegaridehkordi et al. (2018), the interview inquiry method is one of the most used to identify and develop CSFs. It should also be noted that to

have consistency in the respondents' answers, the same set of questions must be used for all participants (Caralli et al., 2004).

The personal interview within this investigation was divided into three parts, namely the identification of the most important objectives, the most critical CSFs (top 3 of each of the identified dimensions) and the key performance indicators corresponding to these factors. The administration method took place, in an initial phase, via e-mail and, subsequently, an interview was scheduled, which took place in mid-July 2020 through the Zoom platform, available online. To apply the CSFs dynamically and objectively, it was chosen to synthesize and group all the information reviewed in the literature, considering the most relevant CSFs, and merging some of the more related CSFs. Thus, for this empirical study it was used the CSFs exposed in the table 2.

Table 2 | Dimensions and CSFs for the empirical study

Dimensions	CSFs
Reach and Location	External surroundings
	Provision of shuttle service from the airport to the hotel and vice versa
	Check-in and check-out times
	Location
	Brand chain of the hotel establishment (size and geographical coverage)
	Signage and circulation in the area surrounding the hotel establishment
	Reservation system
Prestige and Image	Well-established hotel unit in the local community
	Awards received by the hotel establishment
	Reputation/image of the hotel unit To be the only hotel unit with the best classification in the municipality (eg: to be the only 5 star hotel in the municipality)
Promotion and Marketing	Market analysis and control (at the level of products / services, customers, competitors, market segment, economy, etc.) to support decision making
	Use of customers for promotion
	Promotion costs compared to competitors
	Strong differentiation of the brand's hotel establishment
	Marketing, advertising and promotion
	Members/partners benefits offer
Market share	

Source: Author's construction

4. Analysis and discussion of results

4.1. Sociodemographic characterization

The sociodemographic and professional characterization of the directors and managers of

Pousadas de Portugal is presented in the table 3. As it is possible to see in this table, the male gender represents a large part of the respondents (63.16%), compared to the female gender (36.84%). Regarding the age, most directors/managers are between 35 and 44 years old

(52.63%). Considering the level of education, it can be seen that most directors/managers have graduation (42.11%) and one has only secondary education (5.26%). Finally, regarding the area of specialization, the area corresponding to “Hospitality and/or Tourism” corresponds to the area of specialization of most respondents (68.42%). One of the interviewees selected as the area specialization “other” (5.26%), indicating that it is the area of marketing and communication management.

Regarding the professional characteristics of the directors/managers of *Pousadas de Portugal* (Table 3), approximately 79.0% of respondents are managers of a hotel unit and 21.05% are regional directors (of several hotel units in a region). The managers of only one hotel unit were asked about

the region of Portugal to which the unit they manage belongs, and it can be concluded that about 80.0% of respondents, manages a unit in *Alentejo* (26.67%), in the Center Region (26.67%) or in the North Region (26.67%). Only one manager is responsible for managing a unit belonging to the Lisbon Region (6.66%). Regarding the time working at the Pestana Hotel Group, the majority of directors/managers have worked in this group for more than 10 years (68.42%). The remaining respondents selected the answer options “3 to 5 years” (15.79%) and “6 to 10 years” (15.79%). It can also be seen, in relation to the time working in the hotel industry, that most respondents have worked in this industry for more than 10 years (89.47%).

Table 3 | Respondents' profile

Characteristics	Frequency	Percentage
Gender	Male	12 63,16%
	Female	7 36,84%
Age	25 - 34 years	1 5,26%
	35 - 44 years	10 52,63%
	45 - 54 years	5 26,32%
	55 - 64 years	3 15,79%
Highest qualification	High school	1 5,26%
	Professional Course (Non-technical specialization courses)	4 21,05%
	Higher Professional Technical Course (TeSP)	1 5,26%
	Graduation	8 42,11%
	Postgraduate studies	3 15,79%
Specialization Area	Master's degree	2 10,53%
	Management, Administration and/or Finance	5 26,32%
	Hospitality and/or Tourism	13 68,42%
	Other	1 5,26%
Job identity	Unit manager	15 78,95%
	Regional director	4 21,05%
Region of Portugal - Unit Managers	<i>Alentejo</i>	4 26,67%
	<i>Algarve</i>	2 13,33%
	<i>Centro</i>	4 26,67%
	<i>Lisboa</i>	1 6,66%
	<i>Norte</i>	4 26,67%
Working for the Pestana Hotel Group	3 - 5 years	3 15,79%
	6 - 10 years	3 15,79%
	More than 10 years	13 68,42%
Years of experience in hotel industry	6 - 10 years	2 10,53%
	More than 10 years	17 89,47%

Source: Author's construction

4.2. Analysis of results

The first part of the personal interview with the directors and managers of *Pestana Pousadas*

de Portugal was based on the evaluation of the importance of a total of 26 objectives, which were evaluated according to a Likert Scale, between 1 and 5, where 1 corresponds to “not important”

and 5 corresponds to “very important”. It is noteworthy that this list of 26 objectives started from several objectives of hotel establishments found in the studies of Brotherton and Shaw (1996), Geller (1985c), and Meilani and Anugrah (2015).

The evaluation of the importance of these objectives is presented in the table 4, from which the objective that stands out most relates to Customer Satisfaction, assessed by all respondents with parameter 5, corresponding to “very important” (5.00).

Table 4 | Evaluation of the objectives' importance

Objetives	N	Mean
Higher market share	19	4,37
Financial stability	19	4,79
Satisfaction of owner(s)	19	4,21
Strengthen the brand image	19	4,89
Increase profit	19	4,47
Maintain market position	19	4,53
Build loyalty for customer retention	19	4,79
Profitability combined with quality of service	19	4,58
Get greater return on investment	19	4,21
Improve management	19	4,47
Expansion/growth	19	3,95
Customer satisfaction	19	5,00
Maximize cash flow	19	3,74
Achieve brand loyalty by customers	19	4,68
Increase the number of guests arriving at the hotel	19	4,47
Increase the number of customers arriving at the hotel establishment for Food & Beverage and/or for conferences, congresses, conventions, exhibitions, meetings, etc. (Business Tourism)	19	4,63
Maintain a stable room sales price	19	3,63
Improve the cash flow management system	19	3,63
Increase guest satisfaction through equipment/facilities	19	4,47
Increase guest satisfaction through service	19	4,89
Increase customer satisfaction at Food & Beverage	19	4,63
Increase customer satisfaction at conferences, congresses, conventions, exhibitions, meetings, etc. (Business Tourism)	19	4,32
Improve the variation of service assets	19	4,05
Increase creativity acquisition events	19	3,95
Develop technology	19	4,21
Increase the professionalism of human resources	19	4,53

Source: Author's construction

In addition, most of the remaining objectives are considered by most respondents to be very important, among which the following stand out as the most important: “Financial stability” (4.79), “Strengthen the brand image” (4.89), “Increase profit” (4.47), “Maintain market position” (4.53), “Create loyalty so that there is customer retention” (4.79), “Profitability combined with quality service” (4.58), “Improve management” (4.47), “Achieve customer loyalty to the brand” (4.68), “Increase the number of guests arriving at the hotel” (4.47), “Increase the number of customers arriving at the hotel establishment for Food & Beverage and/or for conferences, congresses, conventions, exhibitions, meetings, etc. (Business Tou-

rism)” (4.63), “Increase guest satisfaction through equipment/facilities” (4.47), “Increase guest satisfaction through service” (4.89), “Increase satisfaction Food & Beverage customers” (4.63), and “Increasing the professionalism of human resources” (4.53).

4.3. Selection of key performance indicators

After each of the directors/managers of *Pousadas de Portugal* selected the most important objectives, considering the unit he/she manages, they were asked about the three most important CSFs of each of the three dimensions under analysis. Fi-

nally, for each of the three CSFs identified, respondents were asked to mention one or more indicators capable of measuring the performance of these factors. All these results are presented in the tables 5, 6 and 7.

Considering the dimension “Reach and Location” (Table 5), and taking into account the choice of directors/managers, the three items that stand out for being the most important are the CSF “External Surrounding Environment”, chosen by about 73.7% of the respondents, the CSF “Location”, chosen by about 89.5% of respondents and the CSF “Brand of the hotel establishment (size and geographic coverage)”, chosen by about 57.9% of respondents. As it is possible to conclude, all these

items were chosen by more than half of the directors/managers. The “Location” stands out with an average rating of higher importance (4.88).

The table 5 also includes the list of indicators mentioned by the directors/managers for the three most important CSFs in the “Reach and Location” dimension. As can be concluded, the indicator “Customer feedback through internal and external platforms that measure satisfaction and demand (Grupo Pestana website, Pousadas de Portugal website, TripAdvisor, Booking, Expedia, etc.) and which is subsequently analyzed through the ReviewPro system” is mentioned as a possible indicator of these three CSFs.

Table 5 | Results from dimension ‘Reach and Location’

Dimension	CSFs: TOP 3	N	Mean	Proposed KPIs
Reach and Location	External surroundings	14	4,57	Structured analysis of the competitive set (group of hotel establishments that are seen as direct competitors) Customer feedback through internal and external platforms that measure satisfaction and demand (Grupo Pestana website, Pousadas de Portugal website, TripAdvisor, Booking, Expedia, etc.) and which is subsequently analyzed through the Reviewpro system Sales amount
	Location	17	4,88	Accessibilities Distance and accessibility to the center Customer feedback through internal and external platforms that measure satisfaction and demand (Grupo Pestana website, Pousadas de Portugal website, TripAdvisor, Booking, Expedia, etc.) and which is subsequently analyzed through the Reviewpro system Sales amount
	Brand chain of the hotel establishment (size and geographical coverage)	11	4,73	Customer feedback through internal and external platforms that measure satisfaction and demand (Grupo Pestana website, Pousadas de Portugal website, TripAdvisor, Booking, Expedia, etc.) and which is subsequently analyzed through the Reviewpro system Number of establishments and geographical dispersion of them Percentage of occupation Pestana Guest Club - demand measurement and customer loyalty

Source: Author’s construction

Regarding the possible indicators of the CSF “External Surrounding Environment” (Table 5), it also stands out the “Structured analysis of the competitive set (group of hotel establishments that are seen as direct competitors)”, in which, basi-

cally, the “External surrounding environment” is compared to the direct competitors and is evaluated in this way, depending on a better or worse performance, compared to competitors. The CSF “Location” can also be measured, according to the

directors/managers, through the identification of "Accessibility" and the measurement of "Distance and accessibility to the centre". The "Sales volume" indicator is used to measure the performance of the CSFs "External environment" and "Location".

Finally, the CSF "Hotel brand network (size and geographical coverage)" can be measured using indicators such as "Number of establishments and geographic dispersion", "Occupancy percentage" and "Pestana Guest Club - demand measurement and customer loyalty" (Table 5). This last-mentioned platform belongs to the Pestana Group and corresponds to the customer loyalty program of the Pestana Hotel Group, which includes the sub-brands Pestana Hotels & Resorts, *Pestana Pousadas de Portugal*, Pestana CR7 and Pestana Collection Hotels. This program allows to accu-

mulate points for each stay or meal in the participating hotels. These points can be used, in the future, for free stays in the Pestana brand, on any day of the year. Adherence to the loyalty program also allows to obtain discounts on accommodation, bars and restaurants, magic spa and several Group partners (Grupo Pestana, 2020c).

Considering the "Prestige and Image" dimension (Table 6), it is concluded that the CSFs chosen as the three most important are the factors "Hotel establishment well established in the local community" (84.21%), "Awards received by the hotel establishment" (73.68%), "Reputation and image of the hotel establishment" (94.74%). Regarding the performance indicators of the three most important CSFs, in the perspective of the directors/managers of the Pousadas de Portugal, these are already quite diverse and varied.

Table 6 | Results from dimension 'Prestige and Image'

Dimension	CSFs: TOP 3	N	Mean	Proposed KPIs
Prestige and Image	Well-established hotel unit in the local community	16	4,63	Collaboration with local entities (sponsorships, etc.)
				Involvement/participation and support in local events
				Loyalty of local customers
				Revenue generated by the local community
				Time since the opening of the hotel establishment
				Use of services by the local community (local corporate events and social events - weddings, christenings, lunches or dinners)
	Awards received by the hotel establishment	14	4,64	Local customer volume
				News in the media
				Reconversion awards, qualitative performance, etc.
Reputation and image of the hotel unit	18	4,94	Awards received from the main sales channels (Tripadvisor, Booking, etc.)	
			Awards received by Travel Awards	
			External and internal benchmarking	
			Comments on social media	
			Staff comments	
			Disclosure on social networks	
			Customer feedback through internal and external platforms that measure satisfaction and demand (Grupo Pestana website, Pousadas de Portugal website, TripAdvisor, Booking, Expedia, etc.) and which is subsequently analyzed through the Reviewpro system	
National and international positioning of the brand (based on consultants' studies)				
Search and conversion of online and offline reservations				
Rankings (quality rankings, national brand rankings, etc.)				

Source: Author's construction

For the CSF “Well-established hotel unit in the local community” (Table 6) obviously, various performance indicators related to the involvement of *Pousadas de Portugal* in the local community are suggested, namely “Collaboration with local entities (sponsorships, etc.)” and “Involvement/participation and support in local events”, and performance indicators more related to the use and demand by the local residents of the *Pousadas de Portugal*, namely “Loyalty of local customers”, “Revenues generated by the local community”, “Use of services by the local community (local corporate events and events social - weddings, baptisms, lunches or dinners)” and the “Local customer volume”. It is also proposed the indicator “Time since the opening of the hotel establishment” as an indicator of the performance of this CSF, so the opening time can be a decisive factor for a certain hotel establishment to be well established in a community.

Regarding the CSF “Awards received by the hotel establishment”, it can be concluded, from the analysis of the table 6, that almost all indicators naturally involve the receipt of rewards by the *Pousadas de Portugal*, among them “Rewards for asset conversion, qualitative performance, etc.”, “Awards received from the main sales channels (TripAdvisor, Booking, etc.)” and “Awards received by Travel Awards”. In addition, an indicator that may be able to measure performance of this CSF corresponds to “News in the media”, since the receipt of awards is always made public and disseminated by the main media in the area.

Finally, the CSF “Reputation and image of the hotel establishment” can be measured from various indicators (Table 6), more internal related to the analysis carried out in order to measure the reputation/image of the hotel, such as “External and internal benchmarking” and “Search and conversion of online and offline reservations”, “National and international positioning brand (based on consultants’ studies)” and “Rankings (quality rankings, national brand rankings, etc.)”; and others that

are more spontaneous and related to the feedback obtained, such as “Comments on social networks”, “Comments by the staff” and “Customer feedback through internal and external platforms that measure satisfaction and demand (website Grupo Pestana, website Pousadas de Portugal, TripAdvisor, Booking, Expedia, etc.) and which is subsequently analysed through the Reviewpro system”.

In relation to the “Promotion and Marketing” dimension, it can be seen, from the analysis of table 7, that the three most chosen items as the most important factors for the success of the *Pousadas de Portugal* are the CSFs “Market analysis and control (in terms of products/services, customers, competitors, market segment, economy, etc.) to support the decision-making” (78.95%), “Strong differentiation of the brand of the hotel establishment” (78.95%) and “Offer of benefits for members/partners” (63.16%). Again, all these items were chosen by more than half of the directors/managers.

The following indicators correspond to the indicators that measure the performance of the three most important CSFs in the “Promotion and Marketing” dimension (Table 7). The first CSF exposed relates to “Market analysis and control (at the level of products / services, customers, competitors, market segment, economy, etc.) to support decision making”, which can be measured using indicators of analysis/research carried out by the responsible human resources, such as “Competitive set sales analysis”, “Reviewpro system analysis”, “Constant benchmarking”, “Studies based on the loyalty program”, “Market studies”, “Indicators internal”, “Daily search” and “Hotel performance report (STR)”. The last indicator presented is the “Sales volume”, which is more related to customer demand.

Regarding the CSF “Strong differentiation of the brand of the hotel establishment”, this can be measured through qualitative indicators such as the existence of a “Culture extra mile”, the “Ranking of the main consultants” and the “Re-

views about the service on websites of the area" or through quantitative indicators, namely "Higher conversion of room nights with higher annual recurring revenue (ARR)", "Number of new F&B customers", "Number of new customers for mee-

tings, conventions and exhibitions", "Number of new customers guests", "F&B customer market share", "Meetings, conventions and exhibitions customer market share" and "Guest market share", as can be seen from the observation of the table 7.

Table 7 | Results from dimension 'Promotion and Marketing'

Dimension	CSFs: TOP 3	N	Mean	Proposed KPIs
Promotion and Marketing	Market analysis and control (at the level of products / services, customers, competitors, market segment, economy, etc.) to support decision making	15	4,60	Sales competitive set analysis
				Analysis of data shared by tourism regions
				Reviewpro system analysis
				Constant benchmarking
				Studies based on the loyalty program
				Market studies
				Internal indicators
				Daily search
				Hotel performance report (STR)
				Sales amount
	Strong differentiation of the brand's hotel establishment	15	4,87	Extra mile culture
				Higher conversion of room nights with higher annual recurring revenue (ARR)
				Number of new F&B customers
				Number of new clients for meetings, conventions and exhibitions
				Number of new guests
Members/partners benefits offer	12	4,33	Market share of F&B customers	
			Market share of clients for meetings, conventions and exhibitions	
			Guest market share	
			Ranking of the main consultants	
			Service reviews on area websites	
				Increase in reservations for points
				Customer satisfaction index
				Existing loyalty program: Pestana Guest Club (customer loyalty, higher booking conversion, higher occupancy)
				Sales amount

Source: Author's construction

The CSF "Offering benefits to members / partners" can be measured using indicators related to the existing loyalty program of Pestana Hotel Group (already described above), such as the existence of the same "Existing loyalty program: Pestana Guest Club (customer loyalty, greater conversion of reservations, greater occupation)". This program allows, as mentioned by one of the directors/managers, in addition to customer loyalty, greater conversion of reservations and greater occupation. Another indicator directly related to this program, is the "Increase in reservations by points", which effectively represents one of the benefits offered to members, and this CSF can also be measured, in the opinion of the directors/managers

of the *Pousadas de Portugal*, based on indicators such as the "Customer satisfaction index" and the "Sales volume" (Table 7).

5. Conclusion

Regarding the analysis of the interviews conducted to the directors/managers, referring to the variables under study, it should be noted that the objectives considered most important, in increasing order of importance, by these respondents are "Customer satisfaction", "Create loyalty so that there is customer retention", "Strengthen

the brand image”, “Increase guest satisfaction through the service”, “Financial stability” and “Profitability combined with quality of service”. All these objectives were considered very important by at least 70% of respondents.

Focusing on the areas of accessibility and communication, the most critical factors for the success of *Pestana Pousadas de Portugal*, according to the perspective of their directors and managers are the following: “External surrounding environment”, “Location”, “Brand network of the hotel establishment (size and geographical coverage)”, “Hotel establishment well established in the local community”, “Awards received by the hotel establishment”, “Reputation/image of the hotel establishment”, “Market analysis and control (at the level of products/services, customers, competitors, market segment, economy, etc.) to support decision-making”, “Strong brand differentiation of the hotel establishment”, and “Offering benefits to members/partners”.

The analysis of the interview also allowed to draw conclusions about the identification of key performance indicators of the CSFs highlighted as the three most important of each dimension, with a wide range of opinions on how to measure the performance of these factors.

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