

## Response

### To the opponent review of Dr. Krisztina Városiné Demeter

I would like to thank my opponent, Dr. Krisztina Városiné Demeter, for her time she devoted to read both versions of my PhD thesis. Thank you for your help and suggestions in the Pre-viva and for your advice for my future academic career.

I am very glad that my opponent states that the issue of the thesis is 'an actual issue' and the subject of the research is relevant since the hotel sector is not only my field of research but my teaching area as well.

Thank you again for the recommended literature and recognising the alteration of the definition, which does not only contain the thoughts of the previously mentioned authors, only some which are relevant for hotels and later applied in the research. I agree that labour productivity may not be emphasised enough in the thesis, but it seemed a little further from the core problem, and since a lot of other (in my opinion more necessary topics) had to be detailed, this has been left out.

As Dr. Krisztina Városiné Demeter states a synthesising statement of the literature is missing. There is a summary section at the end of every subchapter which concludes the most important issues and phrases their contribution to the thesis and the research itself and the hypotheses refer back to the literature as well. Although in my future work I will pay more attention to the summaries and synthesising my statements.

The hypotheses of this thesis have two important sources, one is the literature review and the other one is my professional experiences working in a hotel chain member hotel which is the reason of choosing this topic to do the research about. I am very happy that my opponent states that the hypotheses are logically supported, because some parts of them come from my experience. Since my investigation (the questions, the methodology) is new in this field, I was not able to find that kind of literature which deals exactly with that topic. I tried to use all the hotel literature in the standardisation, customisation subchapter which researches hotels or only mentions the sector.

Dr. Krisztina Városiné Demeter suggested a single meta indicator for being the measurement of the hotels' performance, but I think it would not have provided this kind of specification which can be seen in the tables of Hypothesis 3. I did not want to limit the number of these important performance indicators and give an answer to hotels with different strategic goals.

I accept the criticism that the summary of the research results are not detailed enough. I will pay more attention to these conclusions in my future papers. Concerning the managerial implications, a manual is going to be made especially for hotel managers, because I think it would be easier for them to think about or even use these ideas in their everyday operation.

I would like to thank again for my opponent for reading my thesis and giving her opinion, which has been very useful and will be in my future research.

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