

Designing and explaining the customer experience management model in five-star hotels based on the Grounded theory

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ARTICLE INFO

Article type:
Research

Article history
Received: 21.09.2021
Accepted: 25.12.2021

Keywords:
customer experience, Five-star hotel, mixed research method, database approach

JEL Classification:
F14, C14.

Abstract:

Purpose: The purpose of this research was to present a customer experience management model in five-star hotels in Tehran.

Method: The researcher employed a database approach for this study. In the initial phase, the Ostrous approach was utilized to identify the research components. The data collection tool chosen for the first study consisted of protocols and in-depth interviews conducted with five-star hotel managers and customers in Tehran. These interviews were purposefully selected and analyzed.

Findings: Through seventeen interviews conducted until theoretical saturation was reached, the researcher extracted 100 open codes. Central and selective coding were performed based on the theoretical literature, resulting in the identification of six main dimensions and thirty-two sub-dimensions.

Conclusion:The researcher has presented a model encompassing six main dimensions: word-of-mouth marketing, service quality, normal conditions, customer service, event marketing, and customer experience. Additionally, there are thirty-two sub-dimensions within these main dimensions. The research findings emphasize the significance of improving the customer experience as a primary objective for professionals in the hotel and hospitality industry. To enhance the probability of travelers

Cite this article: F. Lotfizadeh, J. Hassanzadeh, H. Saeedi and M. A. Abdolvand (2022). Designing and explaining the customer experience management model in five-star hotels based on the Grounded theory. *International Journal Of Business and Development Studies*, 14 (2), 127-147.

DOI: 10.22111/IJBDS.2022.7510.



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Publisher: University of Sistan and Baluchestan

revisiting hotels, it is recommended that hotel managers prioritize various factors from the moment customers arrive, such as interior space, decoration, furniture, equipment, comfort facilities, and the behavior of hotel staff. Therefore, providing high-quality and diverse services, designing interiors that are both aesthetically pleasing and tranquil, employing professional and skilled personnel with excellent grooming and strong public relations skills, and facilitating friendly interactions between staff and guests (including effective communication skills, maintaining eye contact, and active listening) should be key focal points for hotel managers.

1.Introduction

The term "customer experience" has gained significant prominence in consumer behavior culture in recent years, and companies are increasingly recognizing its importance by making substantial investments in it. In the new world, customer experience is considered a critical factor for success, and manufacturing organizations are acknowledging its strategic value in their development. (Rick and Victor, 2023)

The expanding scope of economic and commercial exchanges has led to the formation of interconnected systems and organizations. Consequently, senior management in any organization faces the necessity of establishing a strong brand and reputation that can withstand the test of time while fulfilling commitments and promises. Creating a positive customer experience has emerged as a method to gain a competitive advantage in this context. (Rahimian et al., 2020)

dimensions	Subject of study	Author
Entertainment, educational, imaginary, and aesthetic dimensions	Empirical study of economy	Iranian (2018)
Sensory experience (sense), emotional experience (feeling), cognitive experience (thinking), physical experience and lifestyle (action), social cognition experience with reference group (communication)	Experiential marketing - Creating customer-organization relationship	Chit Ya Pro and Nagari (2021)
Sensory, emotional, cognitive, behavioral, lifestyle, and relational dimensions	Creating sustainable customer experience	Chan and Noza (2020)
Features, themes, and effects	Hierarchical model of customer experience	Rick and Victor (2023)
Interactions, information gathering, evaluation, suggestions, physical interactions, purchase, consumer services, retention, and post-consumption evaluation	Proper customer experience	Gazzoli (2013)
Physical surroundings, service providers, other customers, customer companions, and self-customers	Customer experience quality in service industries	Chani and Laurent Menuarli (2010)

Communications, Service Delivery and Uses	Quality of customer experience	Lcmke, Clark & Wilson (۲۰۱۱)
Logical, behavioral, cognitive, emotional and sensory	Identifying the main success factors in creating customer experience	Kandampulli (2014)
Sensory experience, emotional experience, and social experience	Impact of customer experience on purchases	Forrester (2014)
Cognitive, emotional, behavioral, relational, and sensory dimensions	Examining the impact of customer experience	Haghigi et al. (2017)
CES: Cognitive Experience State, AES: Affective Experience State	Online shopping experience	Mahvors and Hassan (2016)

Customer experience is not only the result of a unique experience at the time of receiving a service but can also serve as the foundation for creating loyalty to a brand (Leta and Chan, 2021). Some scholars consider customer experience as a mental response and direct or indirect communications with the brand, encompassing all aspects of service including capabilities, advertising and promotion, physical appearance, trustworthiness, and more (Jaakkola et al., 2015).

In marketing literature, the term "customer experience" has only been prominent in the culture and vocabulary of customer orientation in recent years (Bravo, 2018). Therefore, understanding customer experience and effectively managing it has become a significant investment for companies to create a pleasant experience for their customers and enhance loyalty to their brand (Sigala, 2018) since this concept has become one of the key success factors in today's era (Lemke et al., 2011).

As part of marketing, customer experience contains messages that reflect how a brand is perceived by customers in terms of its abilities, advertising and promotion, physical appearance, trustworthiness, and more. Some businesses have been managing and creating experiences for years without truly understanding its importance and characteristics. Nowadays, the concept of customer experience is widely used as a strategic approach by market leaders to create value and gain competitive advantage (Klaus and Maklan, 2011).

Implementing a customer experience management program is a creative and analytical process that focuses on strategy and performance. Therefore, paying attention to customer experience and managing it correctly can have an impact on customer loyalty. In fact, customer experience management is a strategic process that demonstrates a company's performance in analyzing the environment (Yoon & Lee, 2017)

On the other hand, customer experience management is a strategic process of managing the overall customer experience with a brand or company. Hence, customer experience management showcases a company's performance capabilities (Forrester, 2014). This concept holds special importance in all industries, especially service-oriented, consumer, and manufacturing industries. Understanding the factors influencing consumer behavior helps organizations align their strategies in the customer and brand domains to maximize marketing objectives and expand their market share. Investment in service quality as a strategic advantage is emphasized today, highlighting its role in brand loyalty and customer perception (Crocì and Petmezas, 2015).

Many companies are aware of the need to establish credibility for their business in order to improve service quality, create brand value, and increase customer dependence on the brand. Studies show that when it comes to customer experience, the focus should be on your ability to assist customers and achieve their desired outcomes (Dawes, 2018). This means ensuring that all individuals within the organization, especially those who interact with customers, are aligned on how to conduct effective and purposeful interactions. (Teixeira and et al 2012)

Creating a customer journey map is one effective method for achieving this. It is a simple process where a diagram of customer activities related to your company is visualized. This activity can represent the purchasing experience or the experience of receiving online services from your company (Irani et al., 2018). This map is essential for businesses that want to break free from outdated information, seek coordination across different departments, and gain a deep understanding of customer needs. It simplifies the improvement of the overall customer experience and helps them better understand customer needs and expectations. Depending on the product or service you offer, you may want to create multiple maps to reflect specific customer interactions. The customer journey is divided into two parts: pre-purchase and post-purchase (Jung and Yoon, 2015).

Customer experience is a concept filled with ambiguity and is difficult to define and measure because it encompasses multiple personal and individual elements. For example, consider the last time you went to the movies with a friend. Both of you sat in the same theater, ate popcorn, and watched a movie, yet you had different experiences. The reason for this is the personal and unique characteristics of each individual. Each person has their own background, values, perspectives, and beliefs about the situation; each evaluates the movie-watching environment from their own specific perspective (Gazzoli, 2013).

Professor Naston believes that there are multiple definitions of customer experience in research. For example, Gentile and colleagues (2007) suggest that customer experience is the result of interaction between the customer and the company. Through various interactions with companies, customers create

perceptions and interpretations in their minds that reflect logical, emotional, physical, and psychological perspectives.

Gary and Kumar (2009) believe that customer experience refers to the internal experiences of customers when they encounter various direct interactions (service usage, purchase, facility usage) or indirect interactions (online reviews, word-of-mouth, advertising). According to this definition, companies that strive for a satisfying customer experience should manage all customer communications, whether direct or indirect, throughout the service delivery process. (Grewal, and Kumar, 2009)

Therefore, customer experience should be holistic and include cognitive, emotional, sensory, social, and behavioral responses. It is possible that customer experience management includes elements that companies find difficult to influence. (Schmitt, 2010)

Research findings indicate that customer experience includes activities such as search, purchase, consumption, and post-consumption. Since customer experience covers all real moments in which customers interact with the company, product, or services, it constitutes a business strategy that leads to mutually beneficial relationships between the company and customers. (Rahimian, etal 2020)

Consumers often involve their personal perceptions when choosing a brand, and if they have a positive perception and preference for a brand, they will repeat their purchases. The more evident the provision of customer satisfaction-based services, the higher the likelihood of brand loyalty. Brand loyalty refers to consumers' positive feelings towards a specific brand.

On the other hand, due to highly competitive markets, customer loyalty can be profitable for organizations because loyal customers tend to make more purchases or visits and also refer others. Furthermore, customer loyalty depends to a large extent on their understanding and knowledge of the organization and the experience they gain from interacting with the organization. Creating a positive experience in the customer's mind is always a prominent and primary goal for managers.

According to a recent study conducted by Verleye (2015), when executive managers were asked about their top priorities in the next twelve months, improving customer experience ranked the highest. Therefore, companies like Amazon and Google now have managers responsible for creating and managing customer experiences. (Verleye, 2015)

Schmitt was one of the first researchers to emphasize the importance of customer experience, especially in today's society, and the opportunities that companies can gain from creating strong customer experiences and maintaining them. Each time a customer interacts with an organization, they perceive things about the organization, and depending on their experience, they may change their behavior

and affect individual profitability. Organizations that define the customer experience approach in their organizational strategies have implemented this mechanism based on implementation steps and integrated it into their organizations. (Kandampully, etal 2014)

But what matters is continuing the path and achieving excellence in customer interaction and creating enjoyable experiences for them. Perhaps one of the main foundations for establishing this approach in the organizational culture of companies is undeniable. There is no doubt that businesses that are focused on improving the customer experience have embarked on an important task because they know that this is one of the most important ways to maintain profitability and increase sales. What variables should organizations consider to achieve excellence and maturity in customer experience management?

Determining Factors in Customer Experience Formation

From a marketing perspective, customers are the reason companies exist, and "customer satisfaction is the goal and mission of every business." Positive customer experiences have a powerful concept embedded in them, explaining the function of a company in the market. Creating an attractive customer experience can differentiate a company from its competitors.

Creating a pleasant experience for customers has become one of the key factors in attracting customer loyalty. Scholars in this field consider customer experience management as one of the most effective communication strategies with consumers. (Hung 2019)

Customer experience refers to the satisfaction or dissatisfaction of customers before, during, and after consumption and in interaction with the company. According to researchers, customer experience is not solely the result of interaction with the company but is influenced by all factors and stages of the customer's interaction process with the company.

This process takes shape through interactive activities among various players. For example, customer experience in the hotel industry is not limited to the quality of food, drinks, amenities, and entertainment. It encompasses all processes and various support services, including websites, technology, online and offline interactions, entertainment during the stay, facilities, and interactions between guests and staff, which significantly impact the formation of customer experience.

Research by Forrester (2014) has shown that most customer experience management initiatives face failure, and only a few companies have been able to reach maturity in managing customer experiences. Therefore, further research is still needed in this area.

Based on the reviewed literature and research background, it appears that the answer to this question would be negative. Considering the presented information, the researcher believes that the customer experience in five-star hotels poses the main challenge in this research.

Research objectives:

- 1- Identifying the underlying factors influencing the presentation of customer experience patterns in 5-star hotels.
- 2- Identifying the contextual factors impacting the manifestation of customer experience patterns in 5-star hotels.
- 3- Identifying the intervening factors affecting the deployment of the customer experience model in 5-star hotels.
- 4- Identifying the employed strategic approach in presenting the customer experience pattern in 5-star hotels.
- 5- Identifying the ramifications of implementing the utilized strategy in delivering the customer experience model in 5-star hotels.
- 6- Exploring the framework of customer experience patterns in five-star hotels.

Research questions:

- 1- What are the influential factors affecting the presentation of customer experience patterns in 5-star hotels?
- 2- What are the contextual factors influencing the presentation of customer experience patterns in 5-star hotels?
- 3- What are the intervening conditions impacting the delivery of customer experience patterns in 5-star hotels?
- 4- What is the employed strategy in presenting customer experience patterns in 5-star hotels?
- 5- What are the consequences of implementing the employed strategy in delivering customer experience patterns in 5-star hotels?
- 6- How can the customer experience patterns in five-star hotels be generalized?

The researcher addressed theoretical foundations and research background in the second section, research methodology in the third section, research findings analysis in the fourth section, and concluded in the fifth section.

2. Theoretical foundations and literature review

Since 1960, various concepts have been created regarding customer experience. According to the Oxford English Dictionary, the word "experience" means actual observation or practical familiarity with facts or events. The concept of customer experience was first introduced by Holbrook and Hirschman in 1982. Initially, the concept of customer experience focused on examining rational decision-making by customers, and then it shifted to investigating factors related to customer behavior. A customer will always have a real experience of the organization's services, as well as a symbolic and sensory attitude that can be created by marketers and customers in pleasant, meaningful, and memorable

states. This experience can be tangible, intangible, or both (Kranzbühler et al., 2017).

The definition of customer experience is an engaging act created jointly between its creator and the customer, where the customer perceives and remembers its values. Customer experience should include five dimensions or attributes: novelty, learning, personal connection, surprise or delight, and customer engagement (MacGillavry and Wilson, 2014).

Furthermore, understanding the experience as a learning process that occurs over a period of time and is demonstrated by the customer's varied reactions to different aspects of the service. Customer experience is perceived or felt by the customer as a service that they encounter or interact with. Customer experience consists of a number of complex elements that have a mental and material impact and are experienced and understood by the customer, encompassing a combination of innate affinity and complex elements of experience (Klaus and Maklan, 2013).

Customer experience is essentially a set of interactions between the customer, the product, and a company or organization that evolves over time. It reflects personal experiences and customer engagements at different levels, which are evaluated based on the comparison between customer expectations and the stimuli provided by the company, aligning and integrating different interaction moments with tangible touchpoints. This definition covers communicative, physical, affective, cognitive, and sensory aspects (Patrício et al., 2008).

On the other hand, customers have various needs that their satisfaction relies on their experiences. Shaw presented a hierarchy of customer experience needs, which includes factors that may arise from the customer's experience (Mahrous & Hassan, 2016).

Providing quality services to customers is only a small part of the customer experience. For example, if you are a hotel receptionist, and a traveler contacts you to book a room and you provide them with excellent room service, you have provided good sales services.

However, if you also handle the room reservation promptly (sending the room key to the traveler) and offer discounts on other accommodation packages, thereby enhancing customer satisfaction and providing a better experience, you have created a good customer experience. Customer experience is the core essence of customer relationship management, which is now one of the strategic objectives of successful companies' marketing strategies (Marchesani et al., 2017).

Customer experience refers to all the branding and marketing activities of a brand aimed at developing its position in the target market. In fact, customer experience is a concept beyond customer relationship management. In customer experience, there is a need to maintain the coherence of all brand activities, from product

manufacturing to brand presentation and all marketing activities (Patrício et al., 2008).

Important aspects in developing customer experience:

Customer Journey: The most crucial part in evaluating and developing customer experience management is a precise understanding of the customer journey with your brand. Analyzing the customer journey involves considering stages of brand awareness, interaction, activities, limitations, and resulting emotions in interacting with the brand (Chittiprolu et al., 2021).

Communication Channels: In the second step of customer experience analysis, all communication channels and touchpoints with customers, including product use, website, sales personnel, online and offline advertising, call centers, etc., which all play a role in the customer journey, need to be examined (Chittiprolu et al., 2021).

Ecosystem: Finally, it should be observed how the integration of various brand ecosystems, including product, automation and software, and services, can enhance the quality and management of customer experience during the customer journey. In simpler terms, we are seeking the advantages that can be obtained by integrating the three components of purchasing and using the product, automation, and service, in comparison to considering each of these three aspects separately without coherence and interdependence (Lagiewski and Čović, 2021).

Emotional Dimensions of Customer Experience

In the past, consumer decision-making was primarily considered a logical process. However, in the late 20th century, researchers studying marketing and consumer behavior recognized the influence of emotions on consumer behavior and responses in marketing activities as important.

Measurement of Emotional Dimensions of Customer Experience

Various approaches have been developed to examine the impact of emotions on customer experience by focusing on the content and structure of emotions. This is particularly relevant to service businesses, as customers interact with products and brands, and employees can enhance the intensity of emotions, which can affect key customer decisions such as verbal conversations and other indicators like loyalty, customer retention, and individual budget allocation. Richins (1997) designed six empirical studies to develop an appropriate method for identifying customer emotions. In the first study, he compiled a list of customer emotions in his vocabulary and identified 175 distinguishing features of emotions. Studies limited this list to a set of consumption emotions that have been examined against key emotional indicators (Sharma and Chaubey, 2014).

The set of consumption emotions represents a wide range of consumer emotions in various consumption situations, encompassing more diversity of emotions

compared to content-less design tools. However, it should be noted that Richins does not consider the set of consumption emotions as a definitive evaluation tool, but rather refers to it as a catalyst for evaluating and determining customer emotions.

Physical Dimensions of Customer Experience

"The physical environment" or "service space" refers to the controllable work environment where the service experience occurs. Physical service spaces (offline) include elements such as artwork, music, lighting, designs, and signs. Virtual service considerations (online) focus on website characteristics such as user-friendly interfaces and design cues like soundless displays and fast presentations. The interaction between customers and the service space has an impact on their experiences (Ponsignon and Maull, 2015).

For example, in offline settings, tangible effects on satisfaction, mental perceptions, verbal behaviors, and purchase motivation are observable. In online environments, emotional and cognitive responses such as satisfaction, purchase motivation, and loyalty have been observed. Environmental conditions include background environmental stimuli, including visual stimuli such as lighting, colors, and cleanliness aesthetics; olfactory stimuli such as fragrance and air quality; and auditory stimuli such as music and sound. Spatial design refers to the arrangement of elements such as equipment and furnishings, their size and shape, the space between them, and less observable elements like comfort and accessibility, and functionality is determined. In offline and online scenarios, spatial layout and functional considerations are related to design and outcomes of customer perception and behavioral responses, such as unplanned buying and selling behavior and high consumption propensity.

Research trends in self-service technologies emphasize the importance of service space performance, where customers take on the role of delivering services. Symbolic signs and artifacts are used as communication tools to further stimulate abstract customer meanings.

3- Research methodology

In the present study, the researcher utilized a qualitative approach to develop a conceptual model, drawing on the foundational data based (grounded) theory based on Strauss and Corbin. The qualitative sample of this research consisted of two parts. In the first step, the researcher selected experts and academic professionals who had significant scientific and practical contributions in the field of customer experience. In the second part, interviews were conducted with managers of five-star hotels in various cities and their customers who had experienced staying in these hotels. Fifteen interviews were conducted to saturation, and the list of hotels is presented in the following table.

Column	Hotel name	city	Star rate
1	Alasi	Isfahan (center)	5 stars
2	Homa hotel	Bandar Abbas (south)	5 stars
3	Homa hotel Tehran	Tehran	5 stars
4	Pardisan hotel	Mashhad (East)	5 stars
5	Homa hotel Shiraz	Shiraz (East)	5 stars
6	Esteghlal hotel	Tehran	5 stars
7	Venus plus hotel	Chalous (north)	5 stars

The validity or structural validity of the researcher's conceptual model was also investigated using the confirmatory factor analysis approach, the results of which are given in Table 2.

Table No. 2 results of KMO and Bartlett test

Test values	Test parameters	
0.365	KMO for sampling adequacy	
0.263	The value of χ^2	Bartlett's Test Outputs
0.432	Df	
0.325	Sig	

4- Analysis of data and findings

1- Open coding

Based on the strategy of grounded (data based) theory, open coding was immediately initiated after each interview. With this approach, appropriate concepts and labels were assigned to the extracted codes from the interviews in each stage to identify the fundamental concepts and key themes of the research. These themes needed to be abstract enough to effectively aggregate corresponding concepts and codes for broader theoretical examination and inclusiveness. As a result, over 100 noteworthy or foundational points were obtained from qualitative interviews.

2- Axial coding

Axial coding establishes relationships between themes and sub-themes based on their dimensions and characteristics. Strauss and Corbin's analytical tool was used to discover how the themes are interconnected. The main components of this analytical tool include conditions, actions, interactions, and consequences.

Causal conditions: casual conditions are events that create situations and issues related to a phenomenon and describe why and how people and groups respond in specific ways. Causal conditions include cases of categories and aspects that directly affect the phenomenon of customer experience in five-star hotels.

Table (3) - categories related to the causal conditions

Subcategory	General category
Fast reception	customer service
Respectful behaviors of the personnel	
Solving guests' problems by hotel's staff	
Using Expert staff in the hotel	
Right and affordable price	

Axial conditions: It refers to a specific set of characteristics related to the phenomenon that can provide specific conditions for managing, controlling, and responding to the phenomenon.

Table (4) - categories and concepts related to Axial conditions

General category	Subcategory
Providing local dishes of any region	Customer experience
The Response of hotel staff to guests	
Available CIP and VIP services	
Free laundry service in the hotel	
The possibility of making a reservation in special times with a cheaper price	
Having a coffee shop and free parking lot for guests during their stay	

Intervening conditions: Intervening conditions include more general conditions such as time, space and culture, which act as facilitators or limiters of a strategies. These conditions work in the direction of facilitating or limiting action/reciprocal action in a specific context.

Table (5) - Categories and concepts related to intervening conditions

General category	Subcategory
security	New standard conditions
Compliance with cleaning protocol	
Flexibility of hotel managers	
Ability to extend the staying time for half a day for free	

Central Category: the phenomenon in question must be central, Means, all other main categories can be related to it and appear repeatedly in the data and, in all or almost all cases, there are signs that point to that concept.

Table (6) - categories and concepts related to the contextual phenomenon

Subcategory	General category
Safe deposit box and free internet connection	Service quality
Hotel website	
Respecting the culture of the guests	
Discounts for regular hotel guests	
The view of the hotel	
The quality of Coffee shop and gym	

Strategies: Strategies are plans and actions that are the output of the central category of the model and lead to consequences.

Table (7) - categories and concepts related to strategies

Subcategory	General category
Health measures related to the prevention of Covid-19	Event marketing in the hotel
Trying to create a pleasant hotel experience	
Transfer from airport to hotel and vice versa for free	
Free babysitter	
Offering free concert tickets	
Using social networks	

Consequence: Consequences are the outputs or results of actions and reactions, and deal with categories and concepts related to outcomes.

Table (8) - categories and concepts related to consequences

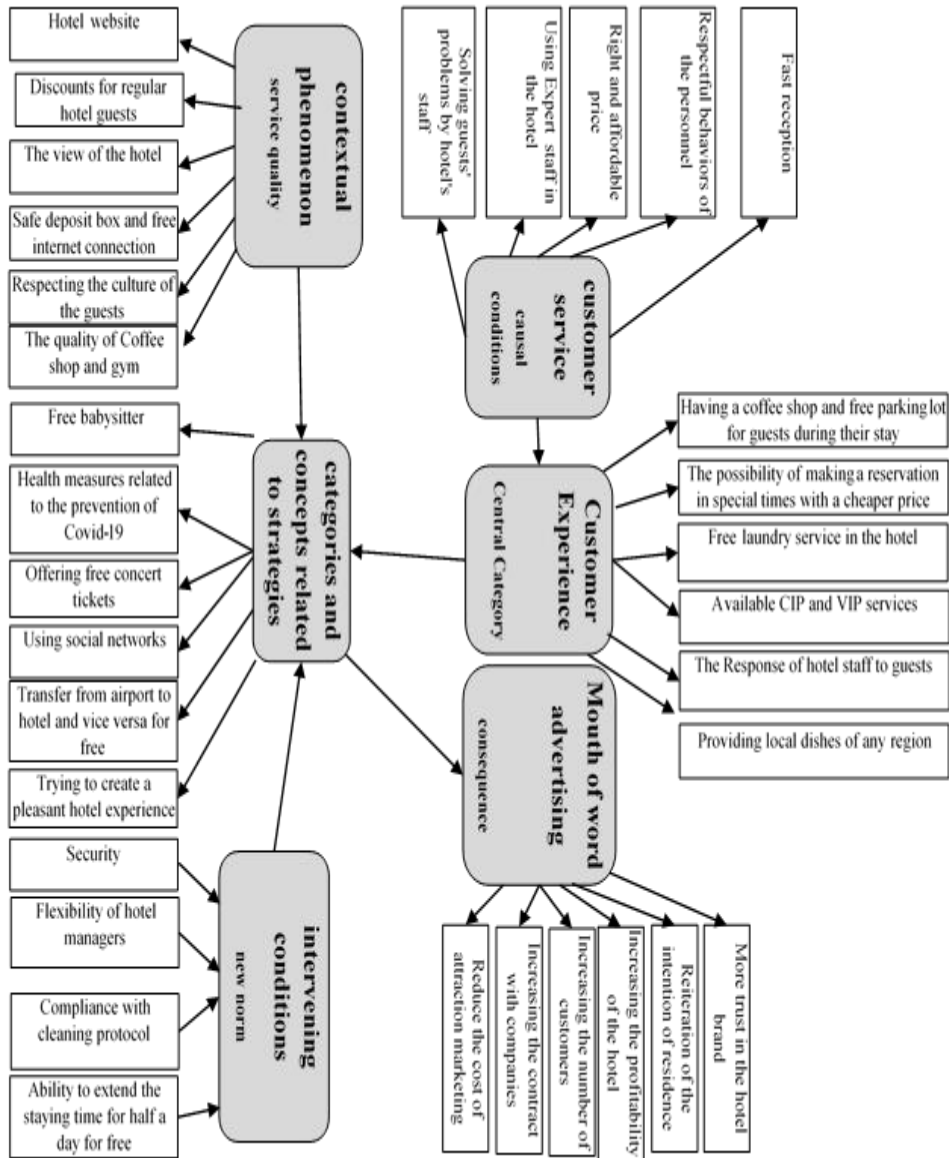
subcategory	General category
More trust in the hotel brand	Word of mouth advertising in hotel brand
Reiteration of the intention of residence	
Increasing the profitability of the hotel	
Increasing the number of customers	
Increasing the contract with companies	
Reduce the cost of attraction marketing	

6- Selective coding

Selective coding applies the results of previous coding steps, selects the core themes, systematically connects them to other themes, validates the relationships, and develops the themes that require further refinement and expansion. The paradigm model of this research was designed based on the Strauss and Corbin paradigm model.

Furthermore, following the grounded (data based) theory strategy, after this stage, axial and selective coding processes were carried out to identify the key dimensions and core themes and extract the conceptual model of the research. By combining the key points and extracted codes, a total of 100 fundamental or key concepts were obtained, and based on these concepts, six main themes of the research model were extracted.

Figure 1 - Researcher paradigm



Conclusions and Recommendations

The research findings indicate that in today's competitive world, hotel managers should take advantage of all available opportunities to gain customer trust and goodwill in order to attract customers. Events provide a unique opportunity for interaction with brands and collaboration with hotels (Nhamo and Chikodzi, 2021).

Event marketing refers to the planning, organizing, and execution of an event to introduce a product, service, or brand to people. Events can be held in-person or virtually, and companies can host, attend as guests, or sponsor events. Event marketing is beneficial and effective in several ways.

Therefore, it is recommended for managers to:

1. Provide clean and well-equipped accommodation rooms for customers.
2. Offer food that aligns with the guest's culture.
3. Provide elegant and beautifully designed banquet halls for customers.
4. Provide facilities for hosting special conferences in the hotel.
5. Offer attractive recreational facilities for customers.
6. Provide health and fitness amenities for customers.
7. Offer special check-in and check-out services for guests.
8. Provide transportation services from the airport to the hotel.
9. Offer parking services for customers and guests.

It is clear that the hosting brand takes responsibility and helps you build stronger relationships with customers, find new partners, and gain many other useful benefits. Another application of event marketing is attending events as guests, where a representative showcases their company's expertise in a specific field by presenting products and services, thereby enhancing their brand credibility.

Supporting financial events and brand awareness is also possible. Interestingly, 95% of marketers consider event marketing as the most important way to achieve business goals (Haghighi et al., 2017). These events should be memorable to leave a positive impact on customers' minds. The impact of an event depends on the hotel's goals. Many hotels aim to simply showcase their own advertisements and facilities during these events.

To create the necessary positive impression, it is important to influence customers' emotions in order to leave a lasting impact. Utilizing innovative technologies such as webinars and live streaming can enhance the attractiveness of hotels and events. Webinars are virtual events conducted through video conferencing software and are an incredibly engaging and dynamic method of delivering information to geographically dispersed audiences.

Increasing customer satisfaction is the most important factor in the hotel industry for fostering loyalty. It can be confidently stated that the most crucial factor in attracting hotel customers is having a high level of customer satisfaction. Only

when guests are satisfied with the hospitality services will they be inclined to return or recommend the hotel to friends and acquaintances. Based on the results, the researcher has provided recommendations for increasing customer satisfaction in hotels.

1. Simplify the hotel reservation process.
2. Use welcome text messages to enhance customer satisfaction by sending necessary and useful information during their stay.
3. After guests check out, they can receive a survey text message along with special offers and discounts for future stays.

Personalizing the room experience plays a significant role in increasing guest satisfaction. Providing personalized services makes hotel guests feel valued and shows that hoteliers genuinely strive to satisfy them.

Collect feedback from hotel customers

Collecting customer feedback in hotels is crucial for understanding guests' experiences and improving hotel policies based on that feedback. This will lead to loyal customers who feel that their opinions are valued (Chan et al., 2020).

The presence and responsiveness on social media platforms

The presence and responsiveness on social media platforms are essential in today's hotel industry. Guests and potential customers often express their opinions on social networks, and hoteliers are obligated to respond to these opinions to ensure guest satisfaction (Dawes, 2018).

Customer-centricity

Customer-centricity is the key to success in today's highly competitive market. Placing the customer at the center of every transaction, from the beginning to the end, is crucial. Organizations must have a deep understanding of customer needs and expectations. They should be able to provide customer-centric strategies throughout the customer lifecycle (Chaney et al., 2018).

Based on the selected research model and evaluation patterns, it can be concluded that customer experience is crucial in building brand loyalty. Providing pleasant experiences, such as well-rounded products, is an important tool in creating a positive customer experience. Additionally, branding is vital and can be used in various aspects, including pricing. Therefore, it is recommended that five-star hotel managers pay more attention to customer experience and branding.

In this study, a data-driven approach was utilized to design and elucidate the customer experience model for five-star hotels. Data was collected from experts and analyzed using triadic coding. The resulting paradigmatic model was compared with previous research, highlighting its multidimensional approach and addressing the relationships between variables while endeavoring to rectify any shortcomings of past studies.

The positive impact of customer experience on brand trust aligns with the findings of Chaney et al. (2018), which demonstrate that repeat purchase behavior is influenced by favorable experiences. Moreover, reliability, honesty, stability, and authenticity are dimensions of customer experience that affect the perceived quality of customer-brand relationships. It is also important to note that the perception of service quality varies between men and women, which should be considered by hotel managers (Chaney et al., 2018).

It is recommended to pay more attention to customer experience after the resolution of the COVID-19 pandemic, considering the research gap in this area. Hoteliers should utilize the findings of this study to enhance customer satisfaction and, consequently, increase profitability. Furthermore, it is suggested that this research be implemented as a modeling framework in the hotel industry of the country, allowing for practical operational solutions through result comparisons.

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طراحی و تبیین مدل مدیریت تجربه مشتریان در هتل های پنج ستاره مبتنی بر استراتژی داده بنیاد

چکیده

هدف: هدف این پژوهش ارائه الگوی مدیریت تجربه مشتریان در هتل های پنج ستاره بوده است. **روش:** در این تحقیق پژوهشگر از رویکرد داده بنیاد استفاده کرده و در مطالعه اول، برای شناخت مؤلفه های تحقیق از رویکرد داده بنیاد مبتنی بر رویکرد اشتروس و پرداخته است. ابزار جمع آوری داده های مورد نیاز در مطالعه اول، پروتکل و مصاحبه عمیق، با مدیران هتل پنج ستاره بصورت هدفمند انتخاب و تحلیل شده است. **یافته:** محقق با انجام هفده مصاحبه به اشباع نظری و در نهایت ۱۰۰ کد باز استخراج و بر اساس ادبیات نظری اقدام به کدگذاری محوری و انتخابی کرده و نتایج را در قالب شش بعد اصلی و سی و دو بعد فرعی ارائه کرده است.

نتیجه: محقق تحقیق خود را در قالب یک مدل شامل شش بعد اصلی، تبلیغات شفاهی، کیفیت خدمات، شرایط نرمال، مشتری نوازی، بازاریابی رویداد، تجربه مشتری و سی و دو بعد فرعی ارائه کرده است. یافته های تحقیق نشان می دهد بهبود تجربه مشتری برای بسیاری از افراد که در صنعت هتلداری و مهمان نوازی فعالیت می کنند، یک هدف اصلی است. از این رو پیشنهاد می گردد تا با توجه به اینکه کیفیت و تنوع خدمات هتل ها در ایجاد تجربه خوب و مثبت نقش کلیدی در مراجعه مجدد مسافران به هتل ها را دارد، لذا از لحظه ورود مشتریان باید به عوامل زیادی همچون فضای داخلی و دکوراسیون، وسایل، تجهیزات، امکانات رفاهی، رفتار پرسنل هتل توجه ویژه ای داشت. لذا ارائه خدمات خوب، با کیفیت و متنوع به مهمانان، طراحی داخلی مناسب و زیبا با محیطی آرام و دلنشین، استفاده از پرسنل متخصص و ماهر، با ظاهری آراسته و روابط عمومی بالا، برخورد حرفه ای و دوستانه پرسنل با مهمانان همراه با احترام (مهارت های ارتباطی، حفظ تماس چشمی، شنود مؤثر و...) باید در دستور کار مدیران هتل قرار گیرد.

واژگان کلیدی: تجربه مشتریان، رویکرد آمیخته، هتل پنج ستاره، رویکرد داده بنیاد.