CUSTOMER EXPERIENCE MANAGEMENT: AN EXPLORATORY STUDY IN HOTEL INDUSTRY

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Abstract: The hotel industry has an excellent investment potential. The travel sector is closely related to the hospitality industry, where the growth of the hospitality industry cannot be divided from the development of the travel sector, and vice versa. The rapid development of the hospitality industry leads to the development of powerful competition in attracting guests to stay as well as to take advantage to the facilities available at the hotel. Every hotel goal to offer the customer experience in order to create customer loyalty that have an impact on the level of customer return to intention. In this paper, we deliver an impress of the existing works on the management of the customer experience and expand the process of creating a customer experience from a managerial perception. The present study is focused on customer Experience towards Hotel industry. The research is conducted on 102 people in of my convenience using a structured questionnaire in which most of them are students and some have other professions. The answers were analysed using simple frequency analysis, Multiple regressions and correlation was applied to test the proposed hypotheses.

Keywords: Customer experience quality; Hotel industry; Customer satisfaction; Brand loyalty; Word-of-mouth, Customer attitude.

INTRODUCTION

Customer experience management (CXM) is the management of customer interactions through each physical and digital touchpoint in order to deliver personalized experiences that initiative brand loyalty and increase revenue, according to David Clarke. In today's competitive commercial environment, the ability to find profitable customers, build their long-term loyalty and steadily expand existing relationships is key competitive factors to a hotel. To meet these factors, hotel managers regard monitoring customer satisfaction as one of the most important goals of a hotel for customer dissatisfaction is the overwhelming reason why customers leave a hotel. The factors powerful customer satisfaction, however, are ambiguous and disputed. Hence, managers of the hotel need to know the most powerful factors and make effective decisions. The hotel industry today has been known as a global industry, with producers and consumers spread around the world. The use of hotel services such as: room, restaurant, bar, club or health club; is no longer considered a luxury. For many people these services have become a basic component of lifestyle. Moreover, in the last two times, demand for and supply of hospitality services beyond that of the traditional services future for travelers have intensified the growth of the hospitality industry globally, leading to powerful competition in the market-place. One of the greatest challenges facing hotel organizations today is the ever-growing volume and step of competition. Competition has had major consequences for the customer, providing: Increased choice; Higher value for money; and Augmented levels of service. Moreover, there is little to differentiate one hotel's products and services from another. Thus, it has become imposing for hotel organizations to benefit a competitive advantage. There are two policies most commonly used by hotel managers in order to gain a competitive advantage; they are: Low-cost leadership through price discounting, and Developing customer loyalty by providing exclusive benefits to customers.

Hotels that effort to improve their market share by discounting price, but, run the serious risk of having a negative impact on the hotel's medium- and long-term profitability. As a result, it is quality of service rather than price that has become the key to a hotel's facility to differentiate itself from its competitors and to gain customer loyalty.

Through the introduction of idea to see customer as normal and emotional decision maker, studies have directed their efforts in understanding customer experience in different sectors. It has been maintained that customer experience is a significant factor for the service brands. Travel and hospitality industry have been seen as the more experience-based facility industry. Marketing services are not sufficient to differentiate your offerings; it is required to provide memorable experiences to the hotel guests. Even with this growing significance of customer experience dimension in the hospitality and travel industry, works does not find much customer experience related researches in this industry. Further, unpaid to globalization a rapid growth has been observed in the hospitality industry that also demands research in this part. Hence, these study efforts on understanding the importance of customer experience quality in the hotel industry. The customer experience management in the hotel industry is still relatively limited, so there is area of interest for further investigation. This study aims at creating a conceptual framework based on the theory that it can help as an incentive and a foundation for further research. This paper discusses the customer experience management and builds conceptual models as well as strategy influences for creating a

customer experiences that ultimately have an impact on consumer satisfaction, consumer value, and come back to intention. In adding, there are other factors that impact directly in influencing the customer experience, as well as the customer attitude and social environment. Seeing the current sensation, a dynamic social environment is also proved to influence on trends and lifestyle. The rapid development of hotel industry leads to the emergence of intense competition in attracting guests to stay as well as to take advantage of the facilities at the hotel. To face the competition, companies are required to develop themselves and appear more competitive by providing attractive offers to attract and retain potential customers consisting mostly of businessmen and tourists. The hotel management should be able to make strategic planning and the right marketing strategy to be able to compete in the present and future. So, every company must be able to create business differentiation with other business. The actions that can be done to differentiate themselves from competitors by activating an outstanding customer experience, a process in which multiple stimuli tangible and intangible can interact. Today, creating a greater customer experience looks to be one of the main goals in the hotel industry. According to, Starbucks's success is based on creating a unique customer experience for their customers. In addition, the research conducted by, identified that the customer experience as a key factor for companies to use in building brand loyalty, channel and service.

building brand loyalty, channel and service. Theoretical literature related to the customer experience management in the hotel industry is still relatively limited, so there is domain of interest for further investigation. This study aims at establishing a conceptual framework based on the theory that it can serve as a stimulus and a foundation for further research. Below is a conceptual framework that forms the model of the customer experience in the hotel industry. This paper discusses the customer experience management; and builds conceptual models as well as strategy factors for creating a customer experiences that ultimately have an impact on consumer satisfaction, consumer value, and revisit intention. In addition, there are other factors that influence directly in shaping the customer experience, as well as the customer attitude and social environment. Seeing the current phenomenon, a dynamic social environment is also proved to influence on trends and lifestyle.

This paper has identified five strategy factors in the customer experience management, where every strategy factor has antecedents that influence directly in creating a customer experience. Five strategy factors are the product/service, Service interface, price and promotion, communication channels, and brand relationship.
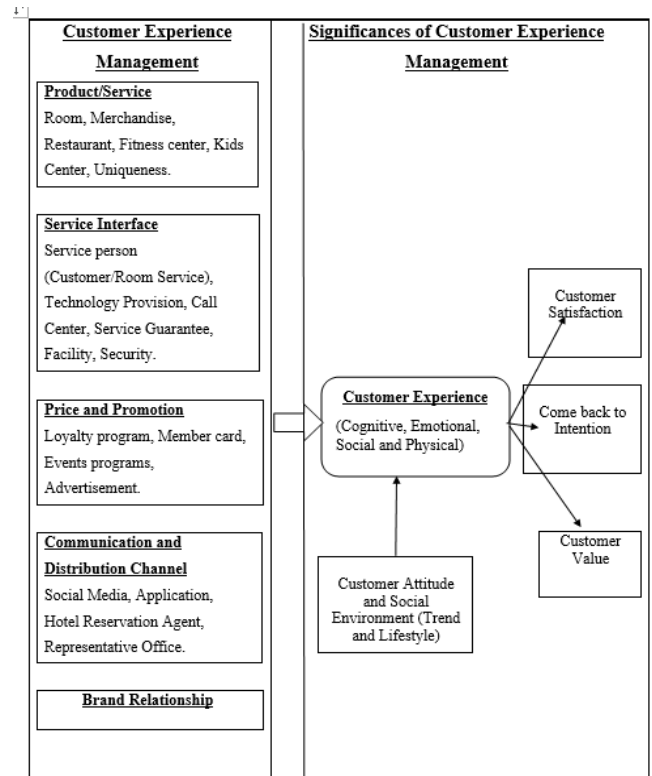

Figure 1. Conceptual Model of Customer Experience Management

RESEARCH METHODOLOGY:

The methodology segment cannot be overlooked, as it is careful important to apply an appropriate method to achieve the research objective. As well, the significance of using the correct method also generates a more accurate. Therefore, this investigation has been taken towards selecting an appropriate method in regards of the research question. In this chapter, the structure of the methodology will consist of the following: firstly, the research method will be discussed followed by an explanation to which method would be appropriate to use in this study. Secondly, data that will be collected from both primary and secondary sources is going to be explained. Thirdly, sampling will be discussed. Fourthly, the questionnaire design, which is considered a key role in gathering data for results, will be approached. Next, moral values will be considered. Finally, a short summary will be famous at the end of the chapter.

Need for the Study:

The purpose of the study is to determine the primary factors powerful customer satisfaction which improves customer loyalty and prevents customer mix, lowers customers' price compassion, reduces the costs of unsuccessful marketing and of new customer creation, reduces operating costs due to customer number increases, improves the effectiveness of advertising, and improves business character. Different researchers separated the components of customer satisfaction and hotel

managers generally don't know which factors are most influential. It is consequently essential for hoteliers to understand the relationship between customers' levels of satisfaction towards hotel factors which have different importance.

Statement of the Problem:
The hotel industry is facing a huge set of challenges motivated by growing customer expectations in relation to the special service and customized personalized experiences providing. High customer expectations put compression on the travel industry and it often takes just one bad experience to send people packing. As every hotel guest expects good customer service, the hoteliers of the present day must top those expectations by being more than just good- blooming to be excellent. So, in order to provide that extra level of service, the hoteliers have to closely evaluate the modern customer service challenges and work out to solve them. Having had done this on time not only avoids bad experiences to the guests but also increases the chances of exceeding their expectations and ultimately successful the business.

However, in the present context of India, no proper studies have been conducted neither from the academic level nor from the expert forms; to examine the challenges of modern customer services in hotel industry. This shows a prevalent problem to be addressed with a proper study accepted out.

Objectives of the Study:
- To know the perception on customer experience dimensions.
- To examine the influence of customer experience dimensions on customer satisfaction.
- To investigate customer satisfaction influence on brand loyalty and word of mouth.

Hypothesis
Peace of mind negatively impacts of Customer satisfaction.
Moment -of - truth positively influences Customer satisfaction.
Outcome focus negatively impacts of Customer satisfaction.
Product experience positively effects customer satisfaction.
Customer satisfaction positively impacts of brand loyalty.

Data Collection and Sample Design:
There are many forms of data collection – mail, internet, data base, questionnaires, interviews, and etc, which are all related to study. But, there are conditions to which specific data collection method should be advanced (Fowler, 2002). Dependent on the way the data will be used, will affect how the data will be collected (Waters, 1994). In this segment, data collection is divided into two parts: primary and secondary data collection.

Sources of Data:
Primary Data: Gathering information from customer Experience and satisfaction levels on hotels through face-to-face questionnaires was used in collecting primary data. The advantage of data collection from consumers by using face-to-face questionnaire is that it is likely to correct any mistake of the questions that is life asked, and any missing information that has not been filled in. Questionnaires will be distributed to respondents and collected all the compulsory information mandatory for the study.

Secondary Data:
Secondary data is collected from mainly journals, articles, and books. Secondary data providing related information that is used in conniving the study questions and identifying the problems that has happened execution important outcome. For the purpose of analysis, the data were further proceeding by using statistical tools. The statistical tools are; Simple Frequency, Regression, Correlation and Anova.

Sample size:
The sampling method represents a higher group of population. In usual, situations questionnaires will use samples rather than populations because it is impractical to find data from an entire population (Waters, 1994). In any exploration study, the consideration of study the entire population is a complete of time, money, and manpower. Hence, sampling method would consider only a subset of the entire population available. Sample Size: 102 collected for responses data in state of Andhra Pradesh particularly from the towns of Anantapur, Tirupati, Chittoor.

Questionnaire:
The questionnaire design is collected of three parts 102 responses were selected using suitability sampling method .1. Part one involving of quantitative questions contains personal details of respondents including: age, gender, and income. Additionally, the question of how often do respondents. To assess of the customer Experience and satisfaction towards hotels.

Limitations of the Study: This study has few limitations also. First, this study is based on questionnaire answered by hotel visitor, author suggest a qualitative method should be indirect in order to capture the stronger meaning of customer experience construct. Second, this study includes the data from both domestic and foreign visitors to hotel. It can be possible that foreign country visitors have different meaning of experience than domestic customer, so it should be separately observed in

further researches. It can be possible that impact of experiences on satisfaction and loyalty disagree customer wise, some may give more important and some show less concern to experiences, so customer types should be branded.

DATA ANALYSIS & DISCUSSION

Regression: Analysis 1

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Product Experience, Outcome Focus, Moment-of-truth, Peace of Mind[b]	.	Enter
a. Dependent Variable: Customer Satisfaction			
b. All requested variables entered.			

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.709	.503	.482	.522764689	.503	24.497	4	97	.000

a. Predictors: (Constant), Product Experience, Outcome Focus, Moment-of-truth, Peace of Mind

The R column represents the value of R (0.706), the multiple correlation coefficients. R can be measured to be one measure of the quality of the prediction of the dependent variable (Customer satisfaction). The R square column represents the R^2 value which is the part of variance in the dependent variable (Customer satisfaction) that can be explained by the independent variables (Product experience, Outcome focus, Moment-of-truth, Peace of mind) you can see from our value of 0.503 that our independent variables explain 50.3% of the variability of our dependent variable, Adjusted R Square to correctly report data. We explain the reasons for this, as well as the output, in our improved multiple regressions.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.778	4	6.695	24.497	.000[b]
	Residual	26.508	97	.273		
	Total	53.286	101			
a. Dependent Variable: Customer Satisfaction						
b. Predictors: (Constant), Product Experience, Outcome Focus, Moment-of-truth, Peace of Mind						

The F-ratio in the ANOVA table tests whether the total regression model is a good fit for the data. The table shows that the independent variables (Product experience, Outcome focus, Moment-of-truth, Peace of mind) statistically significantly predict the dependent variable (Customer satisfaction), $F(4, 97) = 24.497$, $P < .0005$ (i.e., the regression model is a good fit of the data).

The Moment-of-Truth and Product experience has significant impact on Customer satisfaction with prob. value is < 0.05 and coefficient 0.455 and 0.243 respectively. The R- square value is 0.503 so model

is good. The prob. (F statistic) is less than 0.05 so that model indicates the model is significant.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.216	.377		.572	.569
	Peace of Mind	.067	.117	.059	.573	.568
	Moment-of-truth	.455	.114	.390	4.009	.000
	Outcome Focus	.180	.098	.159	1.847	.068
	Product Experience	.244	.077	.276	3.184	.002
a. Dependent Variable: Customer Satisfaction						

Analysis-2

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Product Experience, Outcome Focus, Moment-of-truth, Peace of Mind[b]	.	Enter
a. Dependent Variable: Brand Loyalty			
b. All requested variables entered.			

The R column represents the value of R (0.568), the multiple correlation coefficients. R can be measured to be one measure of the quality of the prediction of the dependent variable (Brand loyalty). The R square column represents the R^2 value which is the part of variance in the dependent variable (Brand loyalty) that can be explained by the independent variables (Product experience, Outcome focus, Moment-of-truth, Peace of mind) you can see from our value of 0.322 that our independent variables explain 32.2% of the variability of our dependent variable, Adjusted R Square to correctly report data. We explain the reasons for this, as well as the output, in our improved multiple regressions.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.525	4	4.381	11.532	.000[b]
	Residual	36.854	97	.380		
a. Dependent Variable: Brand Loyalty						
b. Predictors: (Constant), Product Experience, Outcome Focus, Moment-of-truth, Peace of Mind						

The F-ratio in the ANOVA table tests whether the total regression model is a good fit for the data. The

table shows that the independent variables (Product experience, Outcome focus, Moment-of-truth, Peace of mind) statistically significantly predict the dependent variable (Brand loyalty), $F_{(4, 97)} = 11.532$, $P < .0005$ (i.e., the regression model is a good fit of the data)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.029	.445		2.312	.023
	Peace of Mind	.190	.138	.166	1.379	.171
	Moment-of-truth	.395	.134	.335	2.949	.004
	Outcome Focus	.021	.115	.018	.181	.857
	Product Experience	.141	.090	.158	1.566	.121
a. Dependent Variable: Brand Loyalty						

The Moment-of-Truth has significant impact on brand loyalty with prob. Value is < 0.05 and coefficient 0.395. The R- square value is 0.322 so model is good. The prob. (F statistic) is less than 0.05 so that model indicates the model is significant.

Analysis-3

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Product Experience, Outcome Focus, Moment-of-truth, Peace of Mind[b]	.	Enter
a. Dependent Variable: Word-of-mouth			

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.489[a]	.239	.208	.7203	.239	7.618	4	97	.000
a. Predictors: (Constant), Product Experience, Outcome Focus, Moment-of-truth, Peace of Mind									

The R column represents the value of R (0.489), the multiple correlation coefficients. R can be measured

to be one measure of the quality of the prediction of the dependent variable (word-of-mouth). The R square column represents the R^2 value which is the part of variance in the dependent variable(Word-of-mouth) that can be explained by the independent variables (Product experience, Outcome focus, Moment-of-truth, Peace of mind) you can see from our value of 0.208 that our independent variables explain 20.8% of the variability of our dependent variable, Adjusted R Square to correctly report data. We explain the reasons for this, as well as the output, in our improved multiple regressions.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.808	4	3.952	7.618	.000[b]
	Residual	50.322	97	.519		
	Total	66.130	101			
a. Dependent Variable: Word-of-mouth						
b. Predictors: (Constant), Product Experience, Outcome Focus, Moment-of-truth, Peace of Mind						

The F-ratio in the ANOVA table tests whether the total regression model is a good fit for the data. The table shows that the independent variables (Product experience, Outcome focus, Moment-of-truth, Peace of mind) statistically significantly predict the dependent variable (Word-of-mouth), $F_{(4, 97)} = 7.618$, $P < .0005$ (i.e., the regression model is a good fit of the data)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.213	.520		2.332	.022
	Peace of Mind	.091	.161	.072	.565	.573
	Moment-of-truth	.174	.156	.134	1.113	.269
	Outcome Focus	.133	.134	.105	.987	.326
	Product Experience	.293	.105	.298	2.777	.007
a. Dependent Variable: Word-of-mouth						

The Product experience has significant impact on word-of-mouth with prob. Value is < 0.05 and coefficient 0.293. The R- square value is 0.239 so model is good. The prob. (F statistic) is less than 0.05 so that model indicates the model is significant.

Analysis-4

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Customer Satisfaction[b]	.	Enter
a. Dependent Variable: Brand Loyalty			
b. All requested variables entered.			

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.486[a]	.236	.229	.64436130 1148693	.236	30.970	1	100	.000
a. Predictors: (Constant), Customer Satisfaction									

The R column represents the value of R (0.486), the multiple correlation coefficients. R can be measured to be one measure of the quality of the prediction of the dependent variable (Brand loyalty). The R square column represents the R2 value which is the part of variance in the dependent variable (Brand loyalty) that can be explained by the independent variables (Customer satisfaction) you can see from our value of 0.236 that our independent variables explain 23.6% of the variability of our dependent variable, Adjusted R Square to correctly report data. We explain the reasons for this, as well as the output, in our improved multiple regressions.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.859	1	12.859	30.970	.000[b]
	Residual	41.520	100	.415		
	Total	54.379	101			
a. Dependent Variable: Brand Loyalty						
b. Predictors: (Constant), Customer Satisfaction						

The F-ratio in the ANOVA table tests whether the total regression model is a good fit for the data. The table shows that the independent variables (Customer satisfaction) statistically significantly predict the dependent variable (Brand loyalty), F(1, 100) = 30.970, P < .0005 (i.e., the regression model is a good fit of the data)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.963	.340		5.767	.000
	Customer Satisfaction	.491	.088	.486	5.565	.000
a. Dependent Variable: Brand Loyalty						

The customer satisfaction has significant impact on brand loyalty with prob. Value is < 0.05 and coefficient 0.491. The R- square value is 0.236 so model is good. The prob. (F statistic) is less than 0.05 so that model indicates the model is significant.

FINDINGS:

➢ 78.4% responses are from male and 21.6% are from female.

➢ 49% responses are from 18-25 age group.

➢ 37.3% responses are from students studying Under graduation, 24.5% are from Intermediate and 27.5% are Post Graduation. 10.8% have other professions.

➢ Maximum People Agree with 47.1% the whole process with hotel was easy.

➢ 32.4% people Agree that they stay hotel because of their past dealings.

➢ Hotel staffs gives independent advice to Guest. Most of the people agree this Statement with 43.1%.

➢ Maximum 46.1% people Agree that feelings towards hotel are very positive.

➢ 52% people Agree that Hotel will be loyal Brand in future.

➢ that Hotel will be kept on being a brand of customer for the next 5 years.

➢ Most of the people 43.1% overall, they satisfied with hotel and the service they provide

➢ The multiple correlation coefficients using all the forecasters simultaneously is 0.600(R Square =0.503) The adjusted R Square is 0.482 the variance customer satisfaction on hotel industry.

➢ From this analysis the Moment-of-Truth and Product experience has significant impact on Customer satisfaction level with prob. value is < 0.05 and coefficient 0.455 and 0.243 respectively.

➢ From this study the Moment-of-Truth has significant impact on brand loyalty with prob. Value is < 0.05 and coefficient 0.395. The R-square value is 0.322.

➢ which is the part of change in the dependent variable(Customer satisfaction) that can be explained by the independent variables (Product experience, Outcome focus, Moment-of-truth, Peace of mind) you can see from our value of 0.503 that our independent variables explain 50.3% of the variability of our dependent variable.

➢ The F-ratio in the ANOVA table from analysis-1 tests whether the total regression model is a good fit for the data. $F(4, \text{and } 97) = 24.497$, $P < .0005$ (i.e., the regression model is a good fit of the data)

SUGGESTIONS:

To improve Customer experience

➢ Understand who the real customers are and generate an emotional connection with them.

➢ Get real time feedback from customer and work upon the supplies to fulfil their needs.

➢ Provide quality service to customer and maintain dignity towards customer.

➢ Provide easy booking system.

➢ Receive early check ins to avoid customer dissatisfaction .

➢ Pleasure your customers personally like changed services .

➢ Cleanliness is the key, maintain it properly.

➢ Suggestion good facilities in the hotel for best experience.

CONCLUSION:

The present study clearly shows that majority of the people staying in hotels. The hotel industry is an active industry, ensuing in competition between companies. Customer experience management as a new concept can be used by companies to retain customers and increase the customer go back to intention. The concept of customer experience is not new; this concept has been used, analysed, and implemented by many companies. This paper makes several important contributions in study. First, it shows the evolution of the concept of the customer experience in the academic works. Second, CEM

skills that have been identified in this paper are: product / service, service interfaces, price and promotion, communication channels, and brand relationship. Hotel that considers and implements these concepts can create the customer experience, which finally leads to customer satisfaction, customer value, and increasing customer go back to intention.

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