

Developing a Dynamic Model for the Impact of Servicescape on Customer Experience in the Hotel Industry

Somayyeh Nasar Amini Jeloudarlou¹, Samad Aali^{2*}, Mohamad Faryabi³, Alireza Bafandeh Zنده⁴

Abstract

The purpose of this research is to Developing a dynamic model for the impact of Servicescape on customer experience in the hotel industry. The present study is a mixed research method. In the qualitative part, the strategy is qualitative content analysis and in the quantitative part, it is applied in terms of purpose and descriptive-survey in terms of research method. To gather information in the qualitative section a collection of articles, books and thesis has been used systematically and in the quantitative part, a standard questionnaire was used to collect information. 700 loyal customers of five-star hotels in Northwest of Iran were selected for the study. A clustered sampling method was used to select statistical sample. In qualitative part, To analyze the data of this research, special content analysis processes including open coding, axial coding were used to emerge concepts and categories. In the quantitative part, the research hypotheses were tested using structural equation modeling technique. The results of the research showed that the substantive staging and communicative staging have a positive impact on the customer experience and the effect of communicative staging on customer experience at different stages of the relationship life cycle is different.

Keywords: Servicescape, Customer Experience, Hotel Industry, Relationship Life Cycle

Introduction

Today, to achieve a positive outcome, understanding the Servicescape has become important for marketers. Such a way that Companies that can't provide services with a variety of features may have trouble allocating resources appropriately (Dagger & Sweeney, 2007). Therefore, understanding the appropriateness of the customer experience in the marketing literature is the basis for marketing structures (Keiningham et al., 2017). In this way, marketing theory evolved dramatically through a series of transformations

from products to services and, recently, customer experiences. Each stage has its own perspective on marketing's purpose (Klaus & Maklan, 2014). According to De Keyser et al. (2015), the customer experience includes: "Cognitive, emotional, physical, sensorial, and social elements that characterize the customer's direct or indirect interaction with a set of market participants" (Keiningham et al., 2017). Accordingly, tourists' experiences are also unpurchasable and are formed only in their minds. In addition, no one except the tourist can

1. Ph.D. Student in Business Management, Department of Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran

2*. Assistant Professor of Business Management, Department of Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran
(corresponding author: Samad.aali@iaut.ac.ir, Samad.aly@gmail.com)

3. Associate Professor of Management, Tabriz University, Tabriz, Iran

4. Associate Professor of Management, Department of Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran

enter and capture and control experiences (Andersson, 2007). To create a Pleasant experience, service providers need to supply an exhaustive set of service elements in an attempt to create a Pleasant experience for customers (Teixeira et al., 2012)

Regarding that in the hotel industry, guests consider the hotel as a place of experience and not a place of sleeping; therefore, creating positive experiences for hotel guests is a major goal for hoteliers because positive experiences are an important criterion for the customer in selection time (Batarfi et al., 2017) and managing it retains valuable customers (Eghbali et al., 2021). In this regard, although Dong and Siu (2013) consider Communicative Staging and Substantive Staging to be effective in creating a desirable service experience; but Radijk and Voss (2009) point out that it is not clear which elements of service create the convincing contexts and fields that satisfy customers. In addition, the customer experience of services is different, and experienced customers are at a different stage of the relationship life cycle than inexperienced customers (Batarfi et al., 2017) and the staging they consider are likely to be different (Dodger & Sweeney, 2007); experienced consumers may even overlook the various features of an offered product and base their decision on service features that are more relevant to their situation (Bell et al., 2005). In other words, the duration of the relationship can play a moderating role by weakening or strengthening the effect of Servicescape on the customer experience.

Jap and Ganesan (2000) and Kusari et al. (2013) introduce four main stages For relationship life cycle, such as exploration, development, maintenance and decline (Cambra-fierro et al., 2018), Which is studied in this present study.

Similarly, while existing methods examine some elements of the customer experience, there is no comprehensive view of the customer experience that can support service design at different stages of the relationship life cycle. To fill this gap and provide a powerful tool for

service designers, the present study is based on the various stages of the life cycle of Jap and Ganesan (2000) and Kusari et al. (2013) as well as the theory of relationship dynamics and provides a model for the impressibility of customer experience from the Servicescape in different stages of the relationship life cycle (Case study: five-star hotels in northwestern Iran). Therefore, the present study intends to ask questions such as: 1) what are the dimensions and components of the customer experience?; 2) What are the dimensions and components of the factors affecting the customer experience and 3) From the perspective of relationship dynamics, can the relationship life cycle moderate the impact of Servicescape on the customer experience at different stages of the relationship life cycle? Identifies the factors affecting the customer experience and the causal relationship and develops the customer experience literature in the hotel industry and provides the necessary basis for adopting optimal marketing policies. Finally, present a dynamic approach by introducing the concept of customer relationship life cycle and identifying the Servicescape in service organizations.

Literature Review

Customer Experience

Positive customer experience is one way to achieve a sustainable competitive advantage (Kiyomarsi et al., 2021). It happens as a result of situational interaction between object and subject (Ghazi Mirsaeid and Abdalvand, 2020) and managing it offers a new perspective to the organization from a level beyond customer relationship management (Seyed Ebrahim et al, 2019). Different definitions of customer experience are provided. In the tourism sector, experience is defined as a mental state, which is felt by consumers (Rather, 2020). According to Meyer and Schwager (2007), "Customer experience is an internal and mental response that customers show in the face of any direct or indirect contact with a company." (Ren et al., 2016). According to Buhalis (2000), "the tourist experience refers to the interaction that the

tourist expresses in the use of all goods and services". Pijls et al. (2017) introduced the three-factor scale of invitation experience, care experience and comfort experience for the customer experience. According to Ryu and Han (2009), pleasant substantive staging such as creative interior design, pleasant music, obedient lighting, pleasant color and smell design, ambient decoration, and big layout determine the overall degree of experience to a large extent. Hence, environmental arrangements (e.g., service components) affect customer experience, and this experience is entirely personal (Ren et al., 2016). Research in this area also indicates the impact of Servicescape on the customer experience. For example, according to Chan and Tan (2016) Joshi and (2014) findings, Servicescape has an effect on customer experience, and according to Dong and Siu (2013), substance and communicative staging are involved in the development of a Pleasant experience. Mohd-Ramly & Omar (2017) also showed that the customer experience is influenced by the characteristics of a store and the loyalty program.

Servicescape is the physical environment that has a major role in shaping our feelings about services provided and contains both visual and non-visual elements (Lin, 2016). According to Bitner (1992), the Servicescape represents the physical environment in which the customer experiences are created (Fisk et al., 2011). Dong and Siu (2013) also emphasize the impact substance and Communicative Staging on shaping a desirable service experience. According to the theoretical literature, it can be inferred that in the hotel sector, the Servicescape (substance and Communicative Staging) also affects the customer's experience.

ing interaction (Huang and Chiu, 2018).

Relationship Development Stage

After collecting initial experiences in the exploration stage, relationship characteristics such as cooperation, dependency, trust, and relationship outcomes are evaluated. Each party

Relationship Life Cycle

The relationship life cycle refers to the dynamic and complex process of each stage of relationship development (Huang & Chiu, 2018). Each stage represents a symbol of transformation, perceptions, expectations, attitudes, and orientation towards each other (Cambra fierro et al., 2018). Many studies that consider the relationship as a dynamic process have different definitions for the relationship life cycle. For example, Dwyer et al. (1987) have classified the life cycle of a relationship as the stages of consciousness, discovery, development, commitment, and decline (Huang & Chiu, 2018). Jap and Ganesan (2000) and Kusari et al. (2013) introduce four main stages such as exploration, development, maintenance and decline (Cambra-fierro et al., 2018). As this article examines the relationship between the hotel and existing customers, the awareness stage has been omitted because it has not reached the actual stage and inspired by the work of Kusari et al. (2013) and Jap and Ganesan (2000) relationship exploration, developing, maintaining, and decline is considered as the four stages of the relationship life cycle.

Exploration Stage

At this stage, customers consider the potential benefits or probabilities that the relationship may provide for them in the future and consider it as a period of exploration and experimentation with a low level of trust and mutual engagement (Cambra Firo et al., 2018). According to Jap and Ganesan (2000), this relationship is still fragile and unstable and the main goals at this stage are to reduce uncertainty and evaluate the potential benefits of ongo

that achieves more positive results and more satisfaction from the exchange relationship decides to continue the exchange and commitment. In this way, the relationship life cycle is transferred from the initial stage to the development stages (Huang and Chiu, 2018).

Maintenance Stage

At this level, customers and firms have already achieved a strong and lasting relationship with excellent opportunities to maintain the relationship in the future (Cambra-Firo et al., 2018) and implicitly or explicitly commit to continue the relationship and achieve satisfaction and acceptable benefits (Huang and Chiu, 2018).

Decline Stage

Finally, in the decline stage, one of the parties wants to end the relationship for various reasons such as service decline, the emergence of other attractive options, etc. (Cambra-Firo et al.,

2018) At this stage, at least a party experiences dissatisfaction; thinks about ending relationships; examines alternative relationships and begins to interact with alternatives (Huang and Chiu, 2018).

Method

The present research is a mixed research method (quantitative-qualitative). In the qualitative part, the strategy is qualitative content analysis. The qualitative content analysis includes a collection of articles, books, and treatises for systematic text analysis. The steps of the qualitative content analysis process are shown in Figure 1.

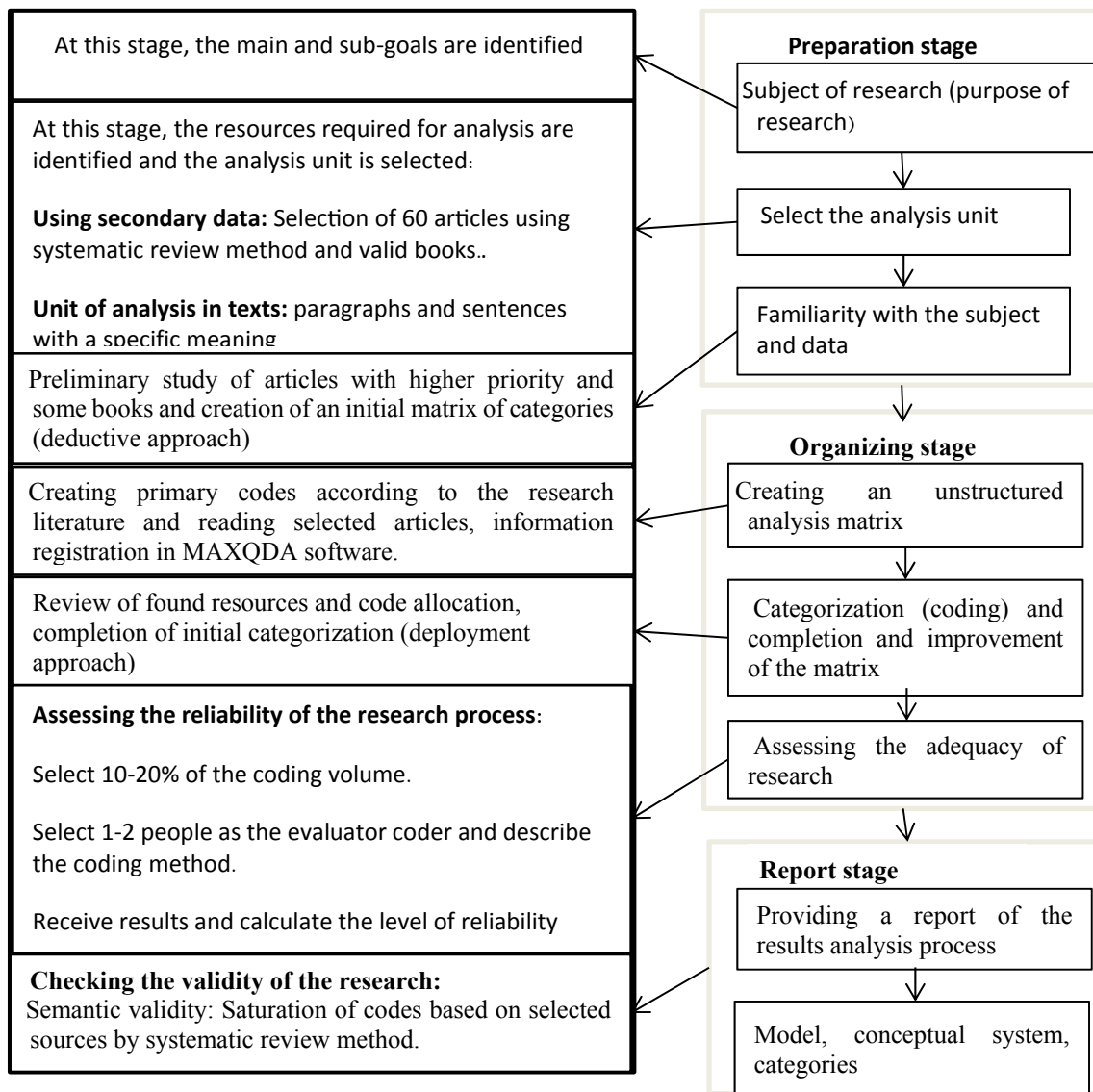


Figure 1. Steps of implementing quality content analysis process

In the quantitative part, the research goal is applied and its method is descriptive-survey. To facilitate the content analysis process, MAXQDA software and in the process of statistical analysis in section quantitative 29 "SPSS" and "Amos" software have been used.

Sample and Data Collection

The statistical population in the qualitative section includes all conducted research in the field customer experience field. In the selection process of secondary sources, a systematic method of reviewing the research literature (both research and review) has been used. The process of identifying the research, the place of extraction and the synthesis of the research screen can be seen in Figure 2.

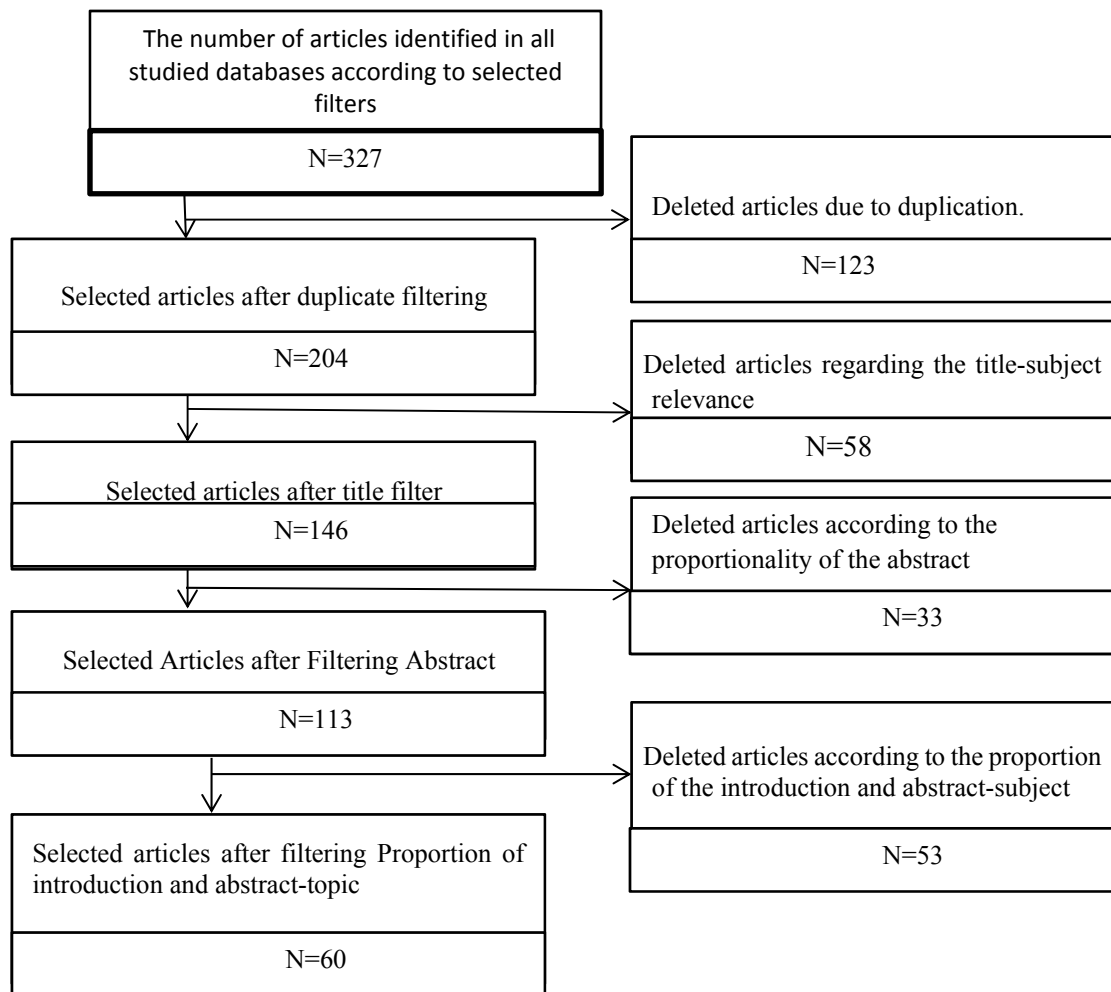


Figure 2. Search and resource screening process

Selected articles from Scopus, ScienceDirect, emeraldinsight, sagepub and Springer were stored and managed in Mendeley. In the quantitative part, 5-star hotels in northwestern Iran (provinces of Zanjan, East Azerbaijan, Ardabil, West Azerbaijan and Kurdistan) were studied. The reason for choosing loyal customers is that loyal customers can evaluate their relationships with hoteliers more accurately than other customers can (Bowen and Shoemaker, 1998). We considered a 10-day stay or more at a particular hotel over a year as the yardstick of loyal customers.

Due to the lack of access to the loyal customers of the hotels in question, the statistical population is assumed to be unlimited and at the 95% confidence level and the estimation error of 0.05 in the population, 386 samples were selected. Furthermore, due to the presence of the moderator variable in the research model, it is necessary to use a sampling method that has at least four samples of the model in the four stages of the relationship life cycle (recognition stage, development stage, maturity stage, and reduction stage) (Vahabzadeh et al., 2020). Accordingly, to increase the validity of the model, the number of samples was increased to

700 customers. The available cluster sampling method was used to select the statistical sample. 170 questionnaires were delivered to each of the 5 hotels and distributed among loyal customers, and finally 700 complete questionnaires were retrieved

Measures

The method of data collection in this section is field and library research and the data collection tool is a questionnaire. The method of information analysis in the qualitative stage of research is content analysis. Special processes including open coding, axial coding, and MAXQDA software were used to analyze the data in this research

In the quantitative part, the questionnaire was designed based on a thorough study of the literature. A total of 33 items were used to measure the variables. The variable of Servicescape was measured based on the Durna et al.'s (2015) framework (11 items for substantive staging and 9 items for communicative staging). The Pijls' (2017) framework with 13 items was used to measuring the customer experience. The pre-test was carried out based on views and feedbacks of some hotel managers and marketing professors. Finally, some adjustments were made to improve sentence structures and the compatibility of item with the experimental study. Variables were measured by a 7-point Likert scale (from strongly disagree (1) to strongly agree (7)).

42% of the respondents were female and 58% were male. The majority of respondents were between 25-34 years old (238 Persons). As for the level of education, most of respondents (46.3%), 324 persons, had a bachelor's degree

Analysis Approach

Two-stage Structural Equation Modeling (SEM) and the Amos 24 software were used to test the research hypotheses.

In the qualitative section, to ensure the reliability of the results, the following three

steps were performed. The first 20% of the coding volume performed by the author was randomly selected and two researchers were asked to review our coding method and the defined results and categories. Then the coding results were compared to control the degree of consistency using the Kappa coefficient in SPSS. The Kappa coefficient was 0.759, which is a good coefficient for the agreement of the coders and, consequently, the reliability of the research because it is above the threshold of 70% proposed for exploratory research by Perreault and Lei (1989) (Kumar et al., 2017). Second, a summary of the report was shared with hotel managers, and they were invited to comment on the overall conceptualization and categorization provided. In this regard, responses were received from 3 hotels, and they suggested that changes be made in the way of expressing and categorizing concepts. This ensured conceptual validity and transparency. Finally, 5 expert professors were asked to comment on the conceptualizations, made suggestions, and reviewed the accuracy of the proposed framework. This step also helped to remove some of the previously defined categories. Such a method of coding and reliability analysis showed that the key variables presented in this framework are an accurate representation of those real business methods that guarantee a great service experience.

In the quantitative part, Semantic validity was also used to examine the validity of the research.

In the quantitative part, to evaluate the reliability of the research variables, three methods of Cronbach's alpha, compound reliability, and average variance extracted were used. The validity of the research was evaluated by two methods of content validity, structural validity (convergent validity and divergent validity). Convergent validity was assessed using factor loading and average variance extracted. For diagnostic or divergent validity, three methods: 1) Calculate the estimated correlation between factors (more

than 0.85), 2) Compare the square root of the average variance extracted and the correlation values of the structures (the square root of the average variance extracted should be greater than the correlation between the structures) was used. The results related to the reliability and validity of the structure is presented in Table 3.

Findings

Question 1: What are the dimensions and components of the customer experience?

To answer this question, research on customer experience was systematically studied and analyzed by the content analysis method. After open and axial coding, 96 semantic units, 45 basic codes, 14 main

categories, and 3 axial codes (Customer experience in hotels, travel agencies, and tourism) were identified. Due to the observed frequency of the initial codes, the customer experience in the hotel has the most code. In other words, in the hotel industry, customer experience is of particular importance. In the hotel industry, customer experience with the three dimensions of invitation, comfort, and care is of particular importance. Figure 3 is related to the customer experience variable, which includes the customer experience in hotels, travel agencies, and tourism, and each has its own specific dimensions and characteristics, which are displayed graphically



Figure 3 - Open coding and central code of customer experience

The customer experience in the hotel after obtaining the opinion of experts and hotel managers (Five university professors in the field of

marketing and three hotel managers) was summarized in Table 1.

Table 1.

Indicators related to customer experience

Variable	structure	indication	Indicators
Customer Experience	Invitation	IN1	I felt I was invited to the hotel.
		IN2	This hotel welcomed me with open arms.
		IN3	I felt free, During my stay at the hotel.
	Comfort	CO1	I felt comfortable in the hotel.
		CO2	I felt peaceful at this hotel.
		Co3	I felt relaxed at this hotel.
	Caring	CA1	This hotel provided necessary support/services.
		CA2	I felt like this hotel was at my disposal
		CA3	I feel like I was treated like a king at this hotel
		CA4	I was well taken care of at the hotel.
CA5		The hotel was interested in me.	
CA6		The hotel relieved me of my daily chores/worries.	
CA7		I felt I am important at the hotel	

Question 2: What are the dimensions and components of the factors affecting the customer experience?

Based on the studies, it was found that Servicescape affects the customer experience. Therefore, to answer the second question, the research on customer experience resulting from the Servicescape was studied systematically and analyzed by the content analysis method. And after open and axial coding, 120 semantic units, 80 basic codes, 9 categories, and 4 axial codes (Servicescape in hotel, Servicescape in the bank, Servicescape in the restaurant, and Servicescape in

the airport) were determined, among which due to the observed frequency of initial codes, substantive and communicative staging in the hotel have the most code. In other words, in the hotel industry, two types of substantive and communicative staging are of particular importance. Figure 4 is related to the Servicescape variable, which includes Servicescape in the hotel, Servicescape in the bank, Servicescape in the restaurant, and the Servicescape in the airport, and each has specific dimensions and indicators that are graphically displayed.

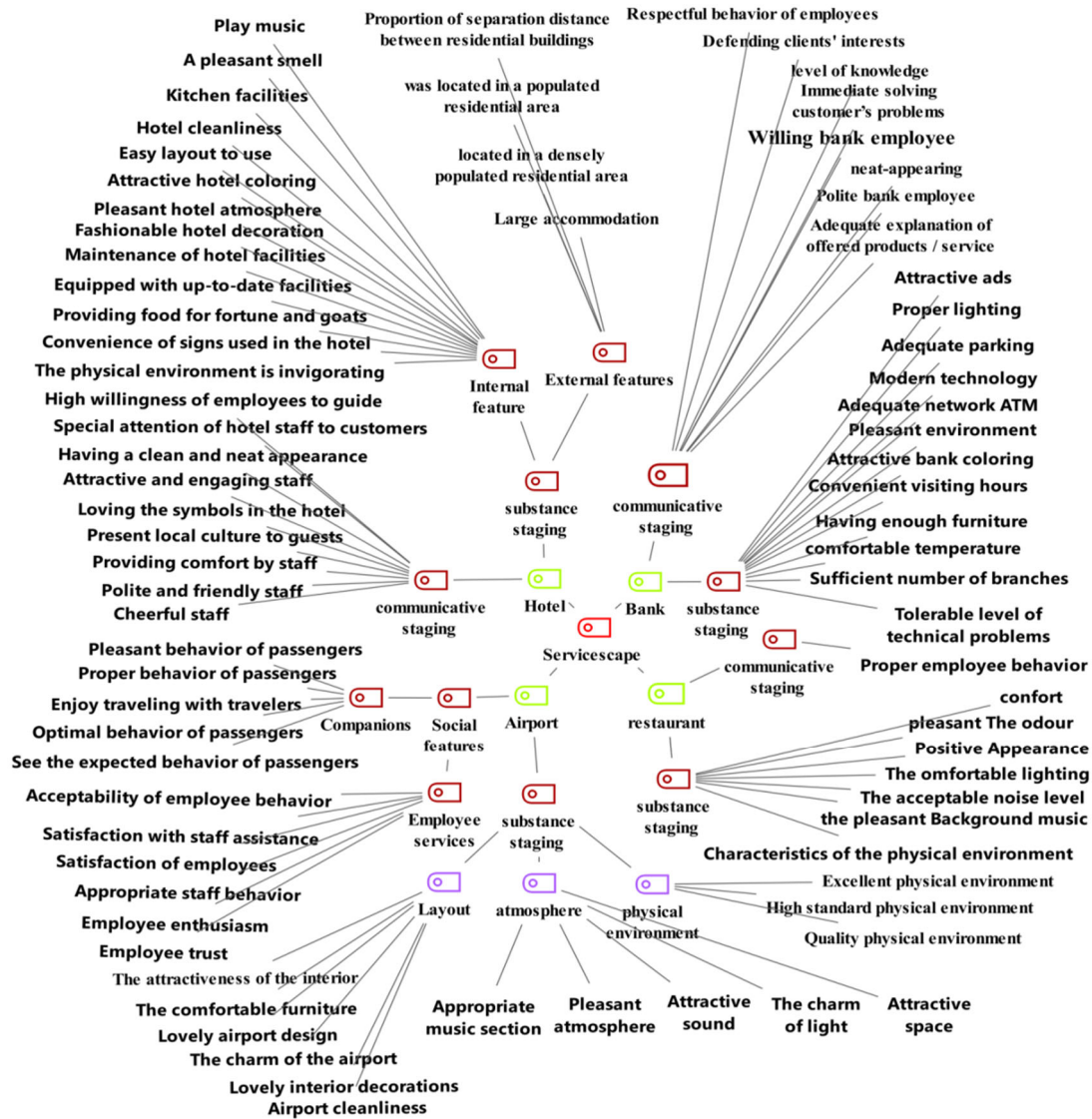


Figure 4- Open coding and Servicescape central code

The substantive and communicative staging in the hotel after obtaining the opinion of experts and hotel managers (Five university professors in the

field of marketing and three hotel managers) was summarized in Table 2.

Table 2. Indicators related to Servicescape

Variable	structure	Indicators	indication
Servicescape	Substantive Staging	The music playing at the hotel was enjoyable.	P1
		This hotel was filled with a pleasant smell	P2
		The atmosphere of this hotel was pleasant.	P3
		The hotel was clean.	P4
		This hotel had up-to-date facilities.	P5
		The signs used in this hotel were useful to me.	P6
		The hotel facilities were arranged in such a way that it was easy to use	P7

Variable	structure	Indicators	indication	
Communicative Staging	Substance staging	The hotel's painting was attractive.	P8	
		The hotel decoration was chic and trendy	P9	
		The hotel facilities were well maintained.	P1	
		Overall, the physical environment of the hotel was invigorating to me.	P1	
	Communicative staging	Communicative staging	Hotel staffs of this hotel were eager to provide guidance and assistance.	B1
			The hotel staffs were friendly and polite	B2
			The hotel staffs paid special attention to the customers.	B3
			The hotel staffs were passionate.	B4
			While I was exhausted and waiting for the service, the hotel staff's treatment offered me comfort.	B5
			The appearance of the staff was neat and clean	B6
			The staffs of this hotel were attractive and smart	B7
			The symbols used in the hotel were lovely	B8
			This hotel offers local culture to its guests	B9

Based on the theoretical literature and qualitative analysis, the conceptual framework of research is presented in Figure 5.

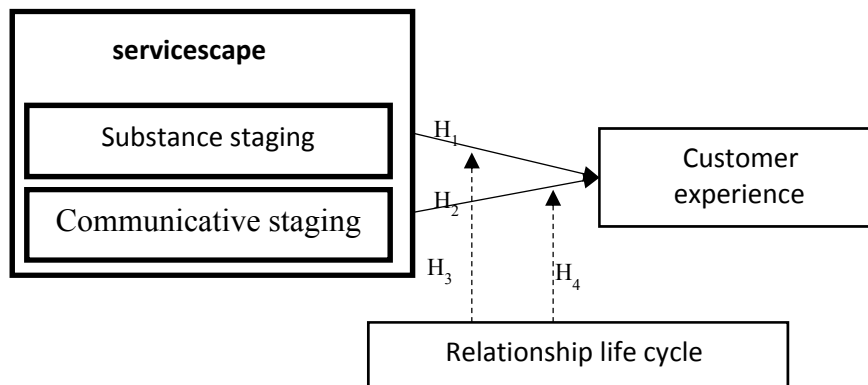


Figure 5. Conceptual model of research

Research hypotheses based on the conceptual model:

H1: The substance staging of services have a significant effect on the customer experience of services.

H2: The communicative staging of services has a significant effect on customer experience of services

H1: The substance staging of services have a significant effect on the customer experience of services.

H2: The communicative staging of services has a significant effect on customer experience of services

H3: The effect of substance staging of services on customer experience at different stages of the relationship life cycle is different.

H4: The effect of communicative staging of services on customer experience at different stages of the relationship life cycle is different

Fitting of measurement model and the structural model

Servicescape and customer experience were analyzed separately in the measurement model. Substantive staging was measured by 11 items (p1 to p11) and communicative staging with 9 items (b1 to b9). According to confirmatory factor analysis (CFA) of Servicescape, the factor loading of three items (p7, p10 and p11) wasn't more than 0.5. Therefore, after removing these items, Model indices showed a desirable value. Also, the correlation between the two factors of substance and communicative staging and three factors of invitation experience, care experience and comfort

experience shows that the correlation coefficient of variables wasn't more than 0.85.

Moreover, the confirmatory factor analysis of customer experience constructs demonstrated that the factor loading of all items except ca5 and ca7 was greater than 0.5. After removing these items, the fit indices of the model were desirable. The results of factor loadings and the fit indices are presented in Table 4 and Table 5. To evaluate the reliability of the variables in research, composite reliability (CR), Cronbach's alpha and the average variance extracted (AVE) were used

Table 3.

List of items, factor loadings, and reliability coefficients of research constructs

Standardized factor loadings	Factor loadings	Cronbach's alpha	CR	AVE
Servicescape				
Substantive Staging (Durna et al. ,2015)				
P1	0.78	0.893	0.89	0.516
P2	0.72			
P3	0.76			
P4	0.71			
P5	0.70			
P6	0.72			
P8	0.67			
P9	0.68			
communicative staging (Durna et al. ,2015)				
B1	0.67	0.909	0.90	0.525
B2	0.73			
B3	0.75			
B4	0.71			
B5	0.73			
B6	0.77			
B7	0.72			
B8	0.71			
B9	0.73			
$\chi^2 = 406.98$, $df = 118$, $p < 0.01$, $RMSEA = 0.059$, $NFI = 0.93$, $CFI = 0.95$, $GFI = 0.94$, $AGFI = 0.92$, $\chi^2/df = 3.45$				
Customer Experience				
Invitation (Pijls et al., 2017)				
IN1	0.70	0.911	0.93	0.566
IN2	0.80			
IN3	0.73			
Caring (Pijls et al., 2017)				
CA1	0.78	0.911	0.93	0.566
CA2	0.70			
CA3	0.72			
CA4	0.78			
CA6	0.68			
Comfort (Pijls et al., 2017)				

Standardized factor loadings	Factor loadings	Cronbach's alpha	CR	AVE
CO1	0.77			
CO2	0.84			
Co3	0.76			
$\chi^2 = 121.73$, $df = 41$, $p < 0.01$, $RMSEA = 0.05$, $NFI = 0.97$, $CFI = 0.98$, $GFI = 0.97$, $AGFI = 0.95$, $\chi^2/df = 2.97$				

The research validity was evaluated by two methods: content validity and structural validity. Content validity was obtained by expert opinion judgment. Moreover, considering that all factor loads of items related to each structure were statistically significant ($p < 0.001$) and their values were more than 0.5, so convergent validity is confirmed (Table 2). Finally, divergent validity was evaluated by two methods expressed by Kline (2016) and Fornell and Larcker (1981).

As shown in Figure (6), the correlation between the factors is less than 0.85 and divergent validity

is confirmed. Table (5) contains the values of correlation coefficients between structures and the square root of the average variance extracted for each structure. Based on the results obtained from the correlations and the root of the average variance extracted that is located on the diameter of the table, we can conclude the divergent validity of the model at the structural level in terms of the Fornell and Larcker criteria. Because the correlation coefficient of all structures is less than the root of the average variance extracted index.

Table 4.

Model fit indices of Servicescape and customer experience

Model	χ^2	df	p	GFI	AGFI	TLI	NFI	CFI	RMSEA	χ^2/df
Servicescape	406.9	118	0.000	0.94	0.92	0.94	0.93	0.95	.06	3.45
Customer experience	21.7	18	0.000	0.97	0.95	0.97	0.97	0.98	.05	2.97
Acceptable value	-	-	-	More than 0.90				less than .08	Between 1-5	

Table 5.

Correlation Matrix and square roots of AVEs

Structure	SS	CS	CE
SS	0.717		
CS	0.14	0.724	
CE	0.14	0.191	0.752

Note. The numbers on the diagonal are the square root of the AVE.

Hypothesis testing

According to the results in Table 6 and Figure 6, all research hypotheses are statistically significant at $p < 0.001$ level. Also, as indicated by the model fit

indices (Table 7), all indices fall between the acceptable range and the research has good model fit.

Table 6.
Testing the Hypotheses Using Standardized Coefficient Estimates

Hypothesis	Hypothesized paths	Coefficients	Standard error	Standard coefficients	t-value	p	Result
H1	SS => CE	0.12	0.04	0.12	2.76	0.00	Confirmed
H2	CS => CE	0.17	0.05	0.19	3.99	0.00	Confirmed

Substantive Staging (SS), Communicative Staging (CS), Customer Experience

Table 7.
Fitting indices of structural model of research

Model	χ^2	df	p	GFI	AGFI	TLI	NFI	CFI	RMSEA	X ² /df
Initial	771.1	344	0.000	0.92	0.91	0.95	0.92	0.95	0.04	2.24

According to Table 6, given the significant level of research hypotheses, it can be argued that at CI=99%, substance and communicative staging of the services have a positive and significant impact on customer experience at five-star hotels in

Northwest of Iran ($p < 0.01$). Based on the path coefficients, it can be stated that the communicative staging has the greatest effect (0.19) on customer experience.

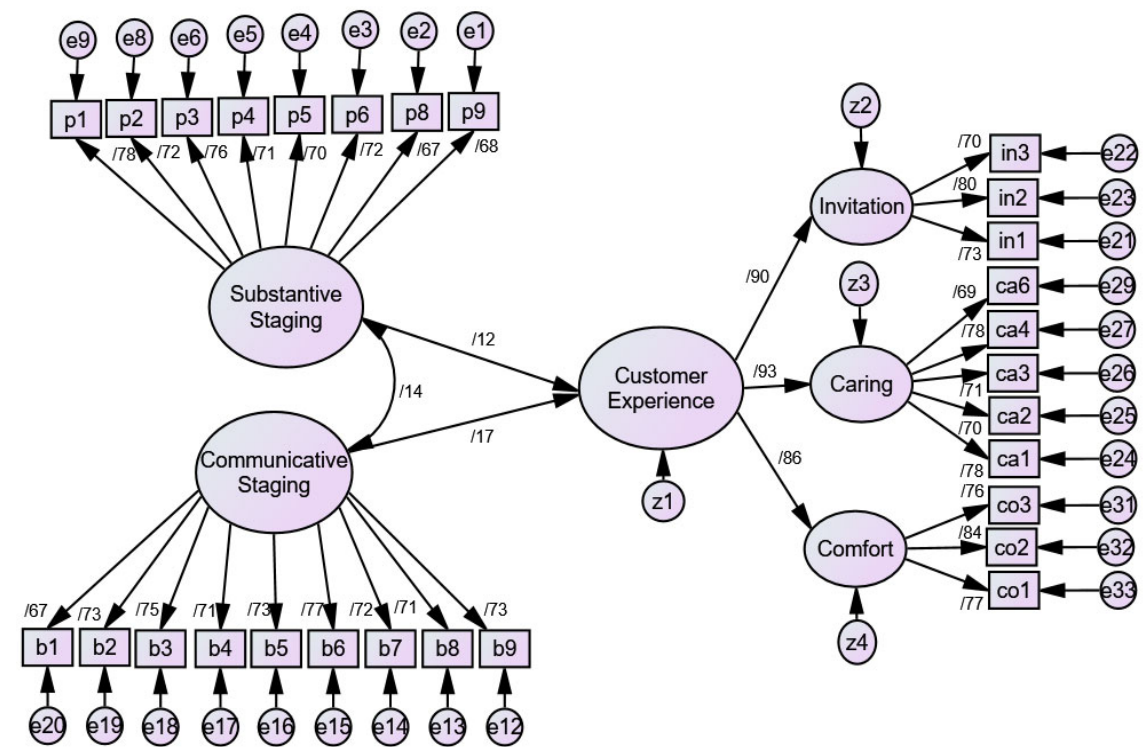


Figure 6: Result of the structural research model

Relationship life cycle moderator model

Tables 8 and 9 show the results of modeling multi-group structural equations related to the relationship life cycle variable.

Table 8.

Comparison of χ^2 value differences (testing consistency of path coefficients) in two models

hypothesis	Model	X2	df	$\Delta X2$	p
SS => CE	Complete mediation model	1973.11	1382	3.4	0.33
	Partial mediation model	1969.7	1379		
CS => CE	Complete mediation model	1987.73	1382	18.02	0.000
	Partial mediation model	1969.7	1379		

Table 9.

Estimation of path coefficients in modeling multi-group structural equations in the relationship life cycle

H	exploration			development			maintenance			decline		
	sc	t-value	p	sc	t-value	p	sc	t-value	p	sc	t-value	p
H3	0.109	1.15	0.25	0.13	1.62	0.1	0.40	0.45	0.6	0.09	1.0	0.2
H4	0.413	4.01	*,***	0.23	3.69	*,**	0.20	2.17	0.0	-0.07	-0.8	0.4

Sc=Standardized coefficients

Based on the results of Table 8, Hypothesis 3 of the research is rejected. This means that the effect of physical properties on the customer experience is different at different stages of the customer relationship life cycle, but Hypothesis 4 research is confirmed. This means that the effect of communicative staging on customer experience at different stages of the relationship life cycle is statistically significant because the chi-square (χ^2) changes of the model are limited, and the free model is statistically significant ($p < 0.05$).

Examining the results presented in Table 9, clearly by increasing the relationship life, the effect of communicative staging on the customer experience decreases. In other words, by maintaining the relationship, the effect of communicative staging on the customer experience is weakened. Also, the effect of communicative staging on the customer experience in the relationship decline stage is not significant. Figure 7 shows the role of relationship life cycle moderation in influencing communicative staging on customer experience.

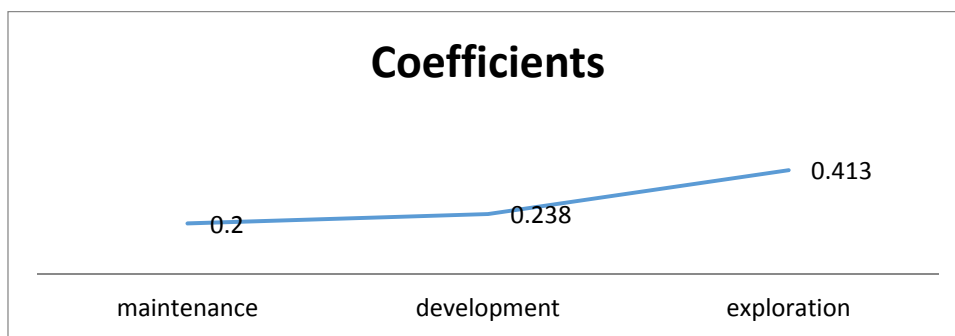


Figure 7- Adjusting the effect of communicative characteristic on customer experience by the relationship life cycle

Conclusion and Suggestion

In this study, it was found that communicative and substantive staging of services have a significant effect on customer experience and the communicative staging of services on customer experience are different in different stages. For the first time, this study examines the effect of Servicescape dynamics (substance and communicative staging) on customer experience in the hotel industry. The results showed that hotel customers form their experience based on the provided Servicescape (substance and communicative staging); on the other hand, the effect of communicative staging on customer experience is different in different stages of the relationship. These results are in line with the results of Joshi (2014), Chan and Tan (2016), Mohd-Ramly and Omar (2017), Dong and Siu (2013), and Dagger and Sweeney (2007) studies.

This study can be used as a basis for hospitality managers (hotels) to be able to manage services and customer experience more deeply. A manager must understand that the analysis of communicative and substantive environmental factors influences the customer experience of service staging (Mohd-Ramly and Omar, 2017).

Because of the substantive Staging on the customer experience, it is recommended:

The hotel management must pay special attention to all the substantive services provide because they all help a lot in creating and evaluating customer experiences and also Hotel management should also seek to create a physiological response in the customer that helps to achieve a better customer experience. To achieve these goals, hotels can create unique sports facilities inside the hotel.

Based on the effect of communicative Staging on the customer experience it is recommended:

Hotel managers should monitor the type of behavior and attitude of employees to have customer-friendly behavior and attitudes. Customers need to feel that they are receiving great service at a reasonable cost; Hoteliers should be able to hear the customers' voices and understand their experiences through personal communication and offer a wide range of services in one package; Hotel managers should hire skilled staff and managers trained in the hospitality industry and skilled chefs for cooking. It is also necessary to use advanced communication technologies and

customizing essential services.

Based on the effect of communicative Staging on the customer experience at different stages of the relationship life cycle, it is recommended:

To create a pleasant experience, the service experience should be examined over a longer period, to classify customers according to the characteristics of different stages of the relationship life cycle and adopt different marketing strategies on customers at different stages of the life cycle. As follows; For customers in the exploration stage, they pay more attention to services (Zhang et al., 2016), management should emphasize service advertising and make the customer experience service-related benefits and lower costs in practical experience; For customers in the development stage, they pay more attention to special benefits (Zhang et al., 2016), hotel management should adopt a set of activities and policies that show the difference between loyal customers and new customers so that customers in the development stage know that their loyalty has a logical return and For customers in the maintenance stage, in addition to maintaining the quality of service, hotel management should strengthen the social benefits of the customer, increase customer engagement, and encourage service providers to actively engage with customers.

This study, like other studies, faced limitations. Such as:

First, this study is cross-sectional and among the service organizations, only five-star hotels in West Azerbaijan were examined, which reduces the generalizability.

Second, concerns the choice of five-star hotels, which obviously have different customers from low-star hotels, and caution should be exercised in generalizing the results to the entire hotel industry.

Third, in the present study, guests who stayed ten nights or more in hotel chains were identified as loyal. If there is no agreement between academics and industry on specific standards for identifying loyal customers.

Fourth, since random sampling was not possible, available sampling was used to select the sample, which should be used with caution in generalizing the results.

In this study, we looked at the effect of Servicescape on customer experience, While depending on the stage of the consumption process;

it can influence the customer's overall perception of Servicescape (Dagger & Sweeney, 2007).

In future research, the perceived value can also be considered as a mediating variable between Servicescape and customer exper+3.

ience

Also, the concept of Servicescape in this study was inspired by Servicescape provided by Durna et al. (2015), while in Tracey et al. (2007) Research considered interaction, allocation, outcome, physical space, tangibility, timeliness, and utilization as Servicescape components.

These features can be considered in future research.

Resources

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