

Improving Customer Experience Management in Hospitality Industry: A Content Analysis of Capsule Hotel Guest User-Generated Online Review

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ABSTRACT

Across all industries, organizations are beginning to understand the important roles that positive customer experiences as well as positive word of mouth in remaining competitive and having better organizational performance. The thesis aims to advance research on CEM. This dissertation will include a detailed analysis of CE's comments on capsule hotels. This research intends to provide scholastic insight into the framework of customer experience management by evaluating the user experience at capsule hotel through online reviews created by users and developing a visual representation for practical use in the context of the hospitality sector. In addition, by examining negative experience indicators and positive experience indicators, the analysis would also describe the emerging practical problems affecting customer experience. This study inspects 1,304 online user-generated content for the top 10 capsule hotel from booking.com.

This thesis adopted a qualitative content analysis approach in investigating actual guest encounters in the capsule hotel. In accomplishing the set out objectives of the study, data was collected from 10 Capsule hotels on booking .com based on popularity index. Leximancer 4.5 was used for analysis due to its exploratory and predictive capabilities. The outcome of the analysis showed nine themes, ‘‘Staff’’, ‘‘Hotel’’, ‘‘Area’’, ‘‘Location’’, ‘‘Bed’’, ‘‘Capsule’’, ‘‘Check-in’’, ‘‘Noisy’’, and ‘‘Luggage’’. The study also objectively examines the interpretation of higher and lower value for money scores by consumers of capsule hotels. The study reveals that guests who rated capsule hotels closely link their positive experience to the notion of the concept such as staff 82%, clean 71%, helpful 68%, friendly 69%, bed 52%, hostel 45%, and mattress 41%.

Concepts regarding the probability of co-occurrence with low money value are: noisy 65%, Wi-Fi 43%, shower 42%, room 61%, bathroom 39%, food 61%, guest 28 %, and location 16%.

Extant literature in light of CEM has being inconclusive, thereby leaving a gap. Furthermore, only a limited number of research has been conducted in respect to Capsule hotels and none has investigated CEM in capsule hotel. First of all, this research contributes to CEM's literature in the service industry and, in particular, the hotel field. This research also provides insight into the subject for more researchers to draw on in other ways to develop CEM.

Keywords: Capsule Hotels, Customer Experience Management, Higher and Lower Value for Money, Content Analysis, Leximancer.

ÖZ

Hizmet sektörü günümüzün global anlamdaki yoğun rekabet ortamından en fazla etkilenen endüstrilerden biridir. Otelcilik sektörü hizmet sektörü kapsamında misafir odaklı yaklaşımların en çok göz öne çıktığı sektör olarak gösterilebilmektedir. Her sektörde olduğu gibi otelcilik sektöründe de misafirlerin elde edilen geri dönüşler, müşterilerin deneyimlerinin diğer potansiyel müşterilere aktarılması, yüksek müşteri memnuniyetinin ifa edilmesi ve buna paralel olarak memnuniyete dair verilerin diğer potansiyel müşterilere aktarılması gibi konular önemli hale gelmiştir. Bu nedenle, ilgili çalışma, müşteri deneyimi yönetimi konusundaki araştırmaları ilerletmeyi amaçlamaktadır. Bu çalışma, kullanıcılar tarafından paylaşılan çevrimiçi incelemeler yoluyla kapsül otellerdeki misafir deneyimlerini değerlendirerek ve müşteri deneyimlerinin kapsül oteller hakkındaki görüş ve tecrübelerinin ayrıntılı bir analizini gerçekleştirmektedir. Ayrıca bu çalışma, olumlu ve olumsuz deneyim göstergelerini incelemektedir. Bu çalışma, booking.com'daki en iyi 10 kapsül otel için kullanıcı tarafından oluşturulan 1.304 çevrimiçi içeriği incelemektedir. Bu çalışma, kapsül oteldeki gerçek konuk tecrübelerini araştırırken bir içerik analizi yaklaşımını benimsemiştir. Çalışmanın belirlenen hedeflerine ulaşılırken, otellerin popülerlik endeksine göre booking.com üzerinden rezervasyon yaptıran misafirlerin paylaştığı çevrimiçi içerikler veri setine eklenmiştir. Verilerin analizi için Leximancer 4.5 yazılımı kullanılmıştır. Yapılan analizlerin sonucuna göre toplamda dokuz ana tema bulunmuştur. Bunlar önem sırasına göre: " Personel ", " Otel ", " Alan ", " Konum ", " Yatak ", " Kapsül ", " Giriş ", " Gürültülü "ve" Bagaj " olarak bulunmuştur. Çalışma ayrıca, kapsül otel tüketicilerinin para puanları için daha yüksek ve daha düşük değerlerin analizini yapmıştır. Bir diğer açıklamaya göre, yukarıda bulunan temaların

hangilerinin memnuniyet ve memnuniyetsizlik ile eşdeğer olduğunu bulmuştur. Çalışma, kapsül otellerini değerlendiren misafirlerin olumlu deneyimlerini; personel %82, temiz %71, yardımsever %68, arkadaş canlısı %69, yatak %52, pansiyon %45 ve yatak %41 gibi konsept kavramıyla yakından ilişkilendirdiğini ortaya koymuştur. Düşük para değerleri ile birlikte kullanılan konseptler şunlardır: gürültülü %65, Wi-Fi %43, duş %42, oda % 61, banyo %39, yemek %61, misafir %28 ve konum %16.

Anahtar Kelimeler: Kapsül Oteller, Müşteri Deneyim Yönetimi, Yüksek-Düşük Para Değeri, İçerik Analizi, Leximancer.

DEDICATION

I dedicate this project to the Almighty, my parents Mr & Mrs. Oyekanmi, my brothers Segun and Ayo.

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Chapter 1

INTRODUCTION

In this section, a detailed synopsis, problem statement, research purpose, rationale of the study, contribution, and significance of the study as well as the outline of the dissertation are discussed.

1.1 Synopsis

Across all industries, organizations are beginning to understand the important roles that positive customer experiences (CEs) as well as positive word of mouth (Fatma, 2014) in remaining competitive and having better organizational performance. Due to the fact that the world is technologically driven now, customers who are digitally advanced expect that at every point of interaction, they have personalized experiences. According to Sorofman and McLellan (2014) survey, 89% of organization anticipate primarily compete on the bases of CEs, and this has become one of the prominent strategies that hospitality organizations are adopting, and as such prominent organizations such as Starwood, Disney, Starbucks, Hilton, and Marriott do extremely well by creating both online and offline distinctive CEs (Kandampully, Zhang, & Jaakkola, 2018).

From the marketing perspective, customer experience management (CEM) is a nascent construct but is becoming an interesting concept in academia (Becker & Jaakkola, 2020; Bueno, Weber, Bomfim, & Kato, 2019; Lipkin, 2016). According to Drucker (1973, p. 79), the basis of any organization's existence are the customers and they are

therefore to “to satisfy the customer is the mission and purpose of every business”. As stated by Jaakkola, Helkkula, Aarikka-Stenroos, and Verleye (2015), in order to understand organizations’ market performance, it is imperative to recognize the powerful concept of positive CEs as this will offer a competitive advantage to the organization.

Homburg, Jozić, and Kuehnl (2017) claimed that when organizations provide compelling CE, it sets them apart from their superiors as well as their competitors, and according to Lemon and Verhoef (2016), CE promotes customer loyalty. Scholars claim that one of the most propitious strategies for service industries is the CEM (Zolkiewski et al., 2017). In Sharples' (2019) opinion, CE depicts the process of the consumer throughout all pre-consumption, consumption, and post-consumption experiences a brand. Therefore, it can be said that CE is more than the outcome of a single encounter; it is an aggregate of every customers’ interaction process with a brand (Witell et al., 2020), and Ponsignon, Durrieu, and Bouzdine-Chameeva (2017) opined that CE is mostly co-created via interactivity among different sections in an organization.

For instance, in the hospitality industry, CE does not only originate from experiences in the beverage, food, entertainment, and accommodation aspect of hospitality but also other support supporting processes and features such as facility designs, in-room entertainment, offline and online interactions, technology, websites, and exchanges with the service staff as well as other customers. Customer experience management is therefore a convoluted mission in the hospitality industry which is affirmed by Burns (2016) that only a few organizations can reach the maturity stage of CEM; which there necessitates further research in this regard.

1.2 Problem Statement

Even though CEM in the hospitality sector is of utmost importance, it is unfortunately limited, with diminutive incorporation between principles of hospitality management and CEM research. On the word of Alnawas & Hemsley-Brown (2019) and Walls, Okumus, and Wang (2011a), the services provided in the hotel industry are sybaritic in nature, and experiencing services is mostly psychological. According to Alnawas and Hemsley-Brown (2019), the physiognomies of the industry has let the hotel sector to be among the experience-oriented and –intensive service industries. According to Walls, Okumus, Wang, and Kwun (2011b), customers are highly involved in hotel services, which makes it imperative to examine the importance of CEM in the hotel industry as it will be of great importance managerially and theoretically. In order to develop experience-based management systems, businesses should cultivate emotional connections between consumers and suppliers via experiential components that can meet the social and personal needs of customers.

Several scholars such as Brun, Rajaobelina, Ricard, and Berthiaume (2017); Jain, Aagja, and Bagdare (2017) have reached a consensus that total customer experience consists of an amalgam of relationship, emotional, branding, and functional appeals; however, to date, most studies on customer experience have restricted their approach to developing integrated heuristic framework (Patrício, Fisk, Falcão e Cunha, & Constantine, 2011; Sukwadi, 2015; Yoon & Lee, 2017). Some studies have made efforts to understand customer travel experience (Tsai, 2016), brand experience (Shobeiri, Mazaheri, & Laroche, 2014), and emotions (Sukwadi, 2015), however, must of these studies have emphasized customer emotional experience and have not integrated the functional aspect of customer experience to have a more integrated and

balanced framework for CEs in the tourism and hospitality industry. According to Hwang and Seo (2016), the conceptual framework for customer experience in the tourism and hospitality industry is advancing slowly and it is important that there is research to understand total customer experience in the hospitality industry, therefore, this shows a significant void in the literature with respect to a systematic theoretical framework with the evidential proof for evaluating the hospitality industry's total customer experience. This dissertation is therefore carried out to proffer answers to these stated questions:

- a) In providing meaningful experience outcomes, what series of experiences are desirable?
- b) What experience stage is most critical in producing positive and negative outcomes from experience?
- c) What impact does cumulative/past experience have on total customer experience?

1.3 Research Purpose and Rationale of the Study

1.3.1 Purpose of the Dissertation

Through an exhaustive analysis and synthesis of fragmented CEM literature in hospitality management, the thesis aims to advance research on CEM. This dissertation will include a detailed analysis of CEs comments on capsule hotels. This research intends to provide scholastic insight into the framework of customer experience management by evaluating the user experience at capsule hotel through online reviews created by users and developing a visual representation for practical use in the context of the hospitality sector. In addition, by examining negative experience indicators and positive experience indicators, the analysis would also describe the emerging practical problems affecting customer experience.

This study also seeks to outline the spectrum of disciplinary strategies for the management of customer service in the hospitality industry and examine the multidimensional interjection of CEM and substantiate it via studies undertaken in the hotel industry. In order for the aforementioned purpose to be achieved, content analysis data from online reviews from booking.com for capsule hotels will be carried out.

1.3.2 Contribution and Significance of the Dissertation

This thesis examines the variety of theoretical approaches to CEM in the hotel context and shows the value of technology and customer reviews in managing total CEs, which will help to broaden the awareness of CEM in the hospitality sector. Statistics show that millennials travel most and according to Circella et al. (2017); Jamal and Newbold (2020), they use cost-effective facilities, which makes capsule hotels appropriate for them. While some studies have evaluated CEM in the hospitality industry, most have been done in restaurant and luxury hotels (Jin, Line, & Goh, 2013) with little covering low-budget hotels like capsule hotels. Essentially, by offering a thorough analysis of the online reviews of guest users of capsule hotels, this thesis will broaden existing perspectives for handling CE in the hospitality industry. That is, the study presents a simple and clear approach in analyzing what customers comment on after staying in a specific hotel; furthermore, the dissertation offers factors that should be considered by managers to generate and improve their brand image. In addition, the study is beneficial in identifying hotel operational activities that need modifications in order to provide better services and to establish continuity in the business environment.

1.4 Outline of the Dissertation

Important details about the research background, intent of the study, and research gaps in literature are included in the first chapter of this dissertation. The next chapter entails existing literature on concepts of CEs, perspective on CEM in the tourism and

hospitality sector. The third chapter includes the methodology used in the research while the results are presented in the fourth chapter and the last chapter includes the conclusion of the research, detailing theoretical and practical implications as well as future research.

Chapter 2

LITERATURE REVIEW

In this section, a detailed evaluation of Customer Experiences (CEs), Customer Experience Management (CEM) in the universal business and tourism and hospitality industry will be discussed while identifying gaps in both sectors.

2.1 Customer Experiences (CEs)

Past studies on CEs have considered the angles of psychology, consumer behavior, and marketing, offering new acumens to how information is processed by consumers based on heuristic stimuli with the possibility of activating consumption behavior (Lemon & Verhoef, 2016). There are three theoretical paradigms that these studies mostly stem from: a) Experiential thought, which encourages a comprehensive outlook of experience that incorporates different experiential factors like relate, act, feel, and sense (Le, Scott, & Lohmann, 2019); b) experiential economics thought, with focus on pleasures be subjected to during the evolution of products due to economic growth (Kohnen, 2020); c) informational economics thought, which emphasizes the classification of attributes or products based on the context of purchase (Yoon & Lee, 2017). According to Le et al. (2019), the general concept in all three paradigms is that those experiences occur as a reaction to marketing activities or experiences triggered pre- or post-purchase, due to direct assessment and involvement in events. Fatma (2014) opined that based on the holistic experiential viewpoint, promoters should include stimulus that will stimulate the experiences of consumers. This is because,

depending on the experiential strategies marketers employ to create experiences, the preference or image that consumers have towards a brand can change.

The “Strategic Experiential Modules” (SEMs) was proposed by Song, Ahn, and Lee (2015) and is considered as “a set of experiential types that provide basic direction to experiential strategies and purposes”. The objective of experience management, according to (Lemon & Verhoef, 2016) is to establish comprehensive and integrated customer experiences that involve experiential blends consisting of several SEMs. Experiences are categorized into two: shared experiences and individual experiences; the share experiences includes ‘relate’ and ‘act’, when people seem to share experiences culturally and socially, while individual experiences include ‘think’, ‘feel’, and ‘sense’ components of experiences that are discrete and personal in nature (D. Le et al., 2019). Some past researches have viewed experiences as behaviors that mainly project either pre-purchase trials or searches (Liao & Keng, 2014; Yoon & Lee, 2017), product use or purchases (Marutschke, Gournelos, & Ray, 2019), and searches on brand information (H. Lee, Lee, & Choi, 2018). Direct experiences are found to be more effective for searching practical product qualities than advertising (Ert, Raz, & Heiman, 2016).

Then three different communication methods (infomercials, advertising, and direct experiences) were compared by Yoon and Lee (2017), they discovered that infomercials and direct experiences will influence purchase intentions, attitudes, and recall than advertising. Other scholarly research has investigated experiences as a significant way of evaluating service quality (Marutschke et al., 2019), however, others have also considered experiential attributes as one of the three main elements of brand loyalty and brand knowledge (H. Lee et al., 2018; Wu, Ai, & Cheng, 2019).

Recent experience management studies have emphasized the importance of the role of ‘brand-based stimuli’ and ‘context-specific stimuli’. For example, a study by Song and Park (2009) on family restaurants, put forward that experiences are processes that mirrored in customers’ purchase behavior and attitudes, which is a consequence of usage experiences comprising of having services and food, observation, and participation. Overall, In short, experience management emphasizes consumer holistic experiences in a deviation from conventional marketing and can be used in different research fields (Le et al., 2019).

2.2 Antecedents of Customer Experiences (CEs)

On the basis of the review of extant literature on CEs in both tourism and hospitality as well as general business context, this section will provide a detailed background for pinpointing antecedents and consequences of CEs. Therefore the antecedents of CEs will be introduced first as shown in Figure 1 below.

2.2.1 External Factors

The external factors include physical characteristics, product/service quality, economic factors, online/social environment, employee characteristics, and self-service technologies. Details of each factor are explained below:

a. Physical Characteristics

In the service and retail industries, atmospheric research is predominant, as such, contributions have emphasized how customers’ shopping experiences are influenced by physical surroundings (Bäckström & Johansson, 2017; Marques, Trindade, & Santos, 2016). For instance, a study by Pentina, Amialchuk, and Taylor (2011) concluded that retail brand, service interface, social environment, assortment (e.g. variety, uniqueness), and retail atmosphere influence customer shopping experience. Appropriate use of themes to change regular services to exceptional and remarkable

services was first introduced by Gilmore and Pine (2002), and since then, several tourism and hospitality researches have emphasized the importance of physical surroundings to CEs (Godovykh & Tasci, 2020; Ryu & Han, 2011). Another study by Wu, Li, and Li (2018) also affirmed that having a cohesive and meaningful theme is of great importance in the bit to ensure customers have pleasurable experiences. The authors cited examples of Planet Hollywood and Hard Rock Café as brand names that infer a specific theme of a restaurant and consequently lead to positive CEs.

b. Product/Service Quality

Service quality, according to marketing literature is considered as a key determining factor of customer experience, behavioral intentions, and customer satisfaction (Srivastava & Rai, 2013). Several studies such as Chen, Tsou, Chou, and Ciou (2019); Kim, Eisenberger, and Baik (2016) affirmed that a key antecedent of customer experiences, customer behavioral intentions, and customer satisfaction is service quality. A study by Ajagbe, Long, Aslan, and Ismail (2012) established that in a retail setting, there is a positive relationship between customer experience and service quality. Additionally, the tangible features of service such as food quality in the restaurant sector of the tourism and hospitality industry have a significant effect on CEs (Johye Hwang & Seo, 2016). Several studies such as (Jinsoo Hwang, Kim, Choe, & Chung, 2018)(Erkmen & Hancer, 2018)(Cha & Borchgrevink, 2019) have studied how customer experience is influenced by food quality in terms of variety, quantity, health-related characteristics, presentation, and taste; all reached a consensus that food/service quality affects CEs.

c. Economic Factors

These factors are out of customers' control, however, have been established to influence CEs in different settings. For instance, according to Pavur, Abdullah, and

Murad (2016), macroeconomic and firm-controlled factors influence CEs during shopping in a retail context. The authors also suggested that organization-controlled factors like locations, supply chains, merchandise, prices, and promotions can improve CEs more than innovative items or prices. Similarly, Pentina et al. (2011) confirmed that price determines the quality of customer service experience, which according to Hwang and Seo (2016) is barely researched in tourism and hospitality research. Similarly, Kleinaltenkamp et al. (2012); Tronvoll (2014) stated that resource integration is driven by economic factors that consequently affect customer experiences. Ji, Wong, Eves, and Leong (2018) established that regional economic factors also affect customer-to-customer interactions which in turn also affect individual customer experiences.

d. Online/Social Environment

Another important factor that affects CEs is the online or social environment. A study on customers' experiences in wine festivals by Kruger, Rootenberg, and Ellis (2013) studied the impact of social physiognomies (e.g. social interactions and national culture) as well as physical characteristics (e.g. ambiance, surrounding environment) on CEs. According to Wijaya, King, Nguyen, and Morrison (2013), one of the key external antecedents of tourists' experiences with respect to dining is the social elements; also, the physical dining environment, culture-related aspect of the meal, and food quality were important. Likewise, due to the web-based marketing development in general business as well as tourism and hospitality sector, Jiménez Barreto, Rubio, & Campo Martínez (2019) opined that to create a positive online experience, the online environment is important. According to Hao Suan Samuel, Balaji, and Kok Wei (2015), there is increasing attention given to the online environment and this can be seen in studies on how website affect CEs. The sensory

aspects of destination websites, like sights and sounds, influence the attitudes of visitors towards the destination and their expectations. The growing prevalence and use of online service channels like social media suggests the need for future research on online environment characteristics (e.g. Twitter service features, Facebook interface) which can improve the online experience of customers.

e. Employee Characteristics

According to Srivastava and Rai (2013), employees are often considered as significant precedence of customer experiences in tourism and hospitality, retail, and marketing literature. Ariffin and Maghzi (2012) also stressed the role of the emotional intelligence of employees and indicated a positive nexus between employees' emotional intelligence and customer service evaluations. Including other constructs such as advertisement, mood, and price, Alnawas and Hemsley-Brown (2019) also reported that in a hotel setting, employees as a predictor of customer experience, indicating the need for future research on other factors associated with employees that enhance the customer experience. Also, according to Bustamante and Rubio (2017) customer interaction with employees runs on a continuum that fosters customer engagement and results in better customer experiences.

f. Self-Service Technologies (SST)

Due to its rising usage and popularity among customers, as well as its use at online hotel booking systems and airport kiosks, self-service technology (SST) has attracted research interest (Iqbal, Hassan, & Habibah, 2018). The effects of SST on perceived customer loyalty, customer satisfaction/dissatisfaction, and waiting times have been established by previous studies (Scherer, Wunderlich, & Wangenheim, 2015; Zhu, Nakata, Sivakumar, & Grewal, 2013). Some researchers have reported on how SST's electronic service quality (e.g. E-ServQual) affects the responses of customers and

have generated e-service quality assessment scales (Parasuraman, Zeithaml, & Malhotra, 2005). It is a huge concern for the tourism and hospitality industry to create productive SST because SST is a prominent attribute of tourism and hospitality industry products and services.

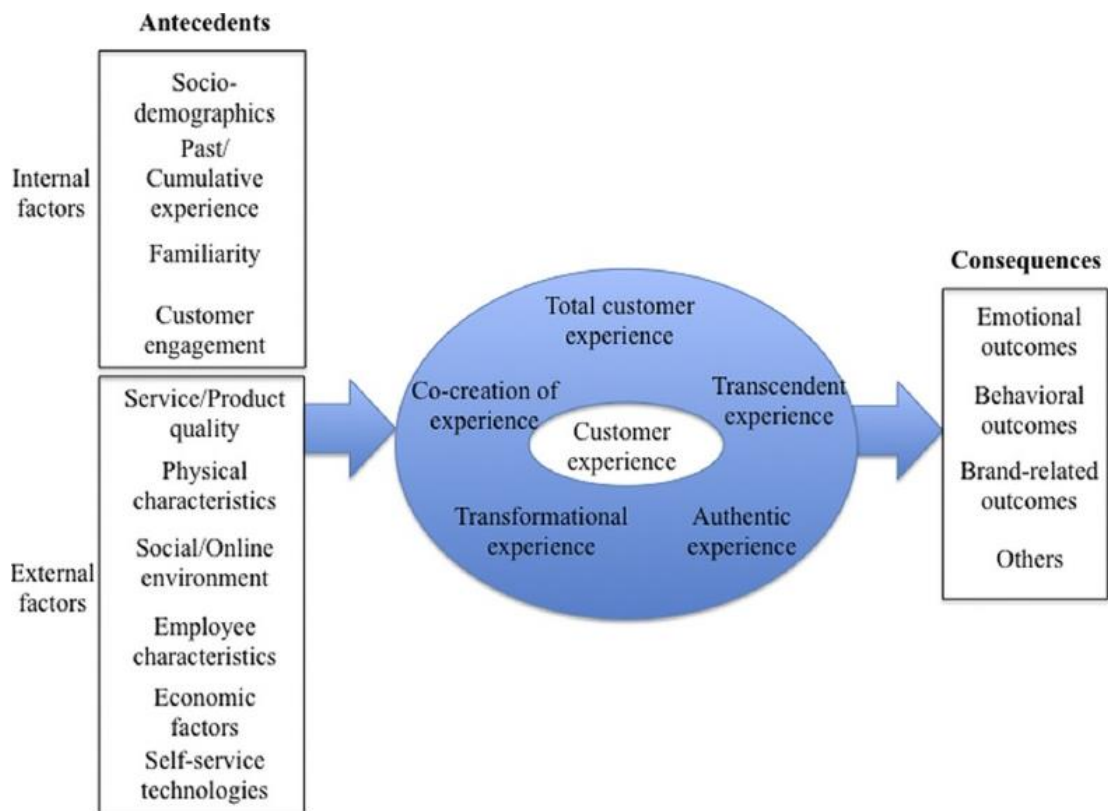


Figure 1: Antecedents and Consequences of CEM (Source: Hwang & Seo, 2016)

2.2.2 Internal Factors

The internal factors include accumulative or past experiences, socio-demographic elements, customer engagement, and familiarity. Details are given below:

a. Accumulative /Past Experience

According to Ingerson and Kim (2016); Ryu and Han (2011), in the tourism and hospitality context, past experiences have since been established as an important determinant of customer experience. Pentina et al. (2011) reported that previous dining experience affected present culinary experiences, which was affirmed by Le, Arcodia, Novais, and Kralj's (2019) study, who indicated that knowledge, attributes of the dining experience or purpose, demographic factors, and past experiences are factors affecting the dining experiences of visitors. Cumulative interactions across stages can greatly influence the attitude and satisfaction of customers, given the various stages of service encounters in the tourism and hospitality industry. Therefore, studies of total customer experience (TCE) involving several phases, the effects of cumulative or past experience should be studied.

b. Socio-demographic Elements

Various research has investigated the effects of student features in customer experiences, including social-demographic variables (Brun, Rajaobelina, Ricard, & Amiot, 2020; Milman & Tasci, 2018; Vuksanović, Tešanović, Kalenjuk, Portić, & Knežević, 2018). Andrades and Dimanche (2014), in their book, noted that personal differences such as motivations, expertise, and personalities of visitors influence tourists' destination experiences. Outcomes have also suggested that demographics moderate the nexus between customer value and experiential marketing in the case of restaurants (Chou, 2009), and in the festival context, age has been reported to affect customer experiences (Kruger et al., 2013). Given the growing interest of generation

Y customers (Muskat, Muskat, Zehrer, & Johns, 2013), the age factor plays a key role in different experience assessments.

c. Customer Engagement

Another important factor that influences CEs is customer engagement because when customers are engaged, they create values for the organization by, for example, giving referrals (Prentice, Weaven, & Wong, 2020). Harrigan, Evers, Miles, and Daly (2017) addressed different customer engagement antecedents, which include organizational and environmental features, as well as the implications of customer engagement, such as marketing metrics and organizational performance. Customer engagement is an essential way to increase the co-created experience value in the context of CEM, since production process with increased engagement will result in positive CEs.

d. Familiarity

For instance, to have an authentic local experience, visitors may prefer to eat indigenous foods (Cha & Borchgrevink, 2019), although some consumers with heightened food neophobia may avoid eating indigenous foods in restaurants (Muhammad, Ibrahim, Ahmad, & Hanan, 2016). The intensity of culture or food familiarity may be a prospective factor in understanding diverse acuties of experience among consumers with differing cultural backgrounds or levels of familiarity. Also, Kita and Zolkepli (2018) suggested that customer familiarity affects customers' value co-creation which in turn affects customer experiences and behavior which was confirmed in a study by Su, Cheng, and Huang (2020) who concluded that group familiarity affects perceived value.

2.3 Outcomes of Customer Experience

Past studies have studied a variety of outcome variables with respect to CEs which includes brand-related, behavioral, emotional, and other outcomes as detailed in Figure 1.

a. Brand-related Corollaries

In literature, some brand-related corollaries concerning CEs have been acknowledged. Ramaseshan and Stein (2014) discovered that high brand loyalty is likely to result from outstanding customer experience and Iglesias, Ind, and Alfaro (2017) and Iglesias, Markovic, and Rialp (2019) stated that the response to brand experience (such as relational, behavioral, intellectual, and sensory) is brand loyalty. Furthermore, it was noted by Iglesias et al. (2019) that brand experience influences brand satisfaction and brand personality. Though Alnawas and Hemsley-Brown (2019) have shown the impact of brand experience on hotel satisfaction, modest consideration has been given to brand-oriented results in tourism and hospitality research.

b. Emotional Corollaries

Studies on customer experiences have regarded affective responses and emotions to be an outcome and mediating variables. The Mehrabian-Russell environmental psychology model (Mehrabian & Russell, 1974) has been adopted in several studies and has included emotion as a mediating variable between stimuli and response. In the hotel context, customer emotions were investigated by Pham and Huang (2015) as a mediating variable between customer experience and loyalty. A study by Ramaseshan and Stein (2014) also examined affective commitment as a mediator between brand loyalty and experience. The emotive responses analyzed as outcome variables include happiness (i.e. engagement, meaning, and pleasure), fantasizing, nostalgia, entertainment, and enjoyment (Sipilä, Tarkiainen, & Sundqvist, 2018).

c. Behavioral Corollaries

According to Hwang and Seo (2016), the most established nexus in literature is between CEs and behavioral outcomes. Lemon and Verhoef (2016) indicated that consumer experience influences customer engagement and commitment and is pivotal in evaluating customers' preferences, which consequently affects the decision on product/services to purchase. Customer loyalty and satisfaction have been stated to outcome tourism experience variables (Brun, Rajaobelina, Ricard, & Berthiaume, 2017), service experience (AlHarbi, Heavin, & Carton, 2016), and brand experience (Nysveen, Pedersen, & Skard, 2013). Kim and Park (2017) discovered that customers' hotel choices are affected by experiential hotel attributes; Hao Suan Samuel et al. (2015) validated that visitors have a more improved attitude towards a destination when sensory contents are included on the destination's website. Also, Carù & Cova, (2015), suggested that service experience can be co-created when there is customer engagement in the organization; Campos, Mendes, do Valle, and Scott (2017) found that animal-based tourist experience can be co-created through engagement, memorability, and attention.

d. Other Corollaries

There are other corollary outcomes such as skills and learning in marketing studies (Sipilä et al., 2018) and financial and marketing indicators in retail researches (Pavur et al., 2016). Ahn, Lee, Back, and Schmitt (2019) discovered experiential marketing (viz. connection, action, intellect, emotion, and senses) has a major effect on different customer values such as spirituality, ethics, aesthetics, play, esteem, status, excellence, and efficiency.

2.4 Customer Experience Management (CEM) Studies

2.4.1 CEM in General Business and Tourism and Hospitality Industry

2.4.1.1 CEM in General Business

Since the seminal works of Holbrook and Hirschman (1982), who initially introduced an experiential viewpoint of marketing and customer behavior which has been identified in general business academia. Le et al. (2019) concluded that consumers are emotional beings and as a result of consumption, seek a pleasurable experience, thereby motivating businesses to become experience-oriented organizations. In the 1990s, owing to the publication of the book titled “ Experience Economy” by Pine, Pine, and Gilmore (1999), the idea of experience management became an increasingly prime issue among marketers, which describes the pecuniary worth of providing an experience and the significance of orchestrating activities to generate positive CEs. More recent research has argued that customers are trying to co-create values to achieve an unforgettable experience (Zátori, 2016), in comparison to the viewpoint proposed by initial experiential marketers, which emphasized that businesses should offer products or services that deliver a satisfactory CEs (Le et al., 2019).

Kennedy and Guzmán (2016) argued that value creation is important through customer-business interaction, which reflects a move away from a company-oriented view of customized customer interactions. The key element in generating value for consumers and businesses, according to this perception, is not only the experience offered by the organization, but the co-created remarkable experience with the customers co-create during the service strategy, conveyance, and usage processes. Carù and Cova (2007, p. 25), in their book titled "Consuming Experience", gave a detailed concept of co-creation; “there the authors suggested that the immersive

experiential marketing strategy requires a stage of co-creation at which businesses should provide a basic channel that allows consumers to create their own unique services and/or products while having an exceptional experience”.

Experiential marketers are becoming more interested in being extraordinary and providing a transcendental CE. Walls and Wang (2011) identified experiential-consumption patterns, emphasizing that consumers are seeking to permeate events with activities to make a memorable and exceptional experience come true. Habibi, Laroche, and Richard (2014) believed that ineffable peak experiences (or customer experiences) produce increase brand loyalty and greater brand community relationships, thus fostering the multiplier effect of memorable CEs and producing good results. Consumers want their experience to transcend from mundane consumerism to fulfill their fantasies, which should become a key strategy for practitioners when marketing strategies are designed. Peak or transcend experiences can be achieved not only via extraordinary activities (such as intense sports) but via ordinary experiences (such as travel, dining at eateries), signifying the import of giving customers peak experiences.

The multivariate existence that exists in multiple stages is captured by a more holistic and inclusive perception of the customer experience. The total customer experience (TCE) is described “as an integrated term that reflects the continuous dimension of experience because the experience is indicative of not only a single event but the continuous life of an individual” (Chang & Lin, 2015, p. 449). TCE comprises several phases, from knowledge seeking to post-trip events, which can be assessed in three phases: emotional, physical, and social (Iqbal et al., 2018). TCE is defined by Chang and Lin (2015) as fulfilling, engaging, enduring, and encompassing all the main

consumption levels and in the long run, leading to long-lasting customer loyalty. The distinct characteristics of a TCE are customized experiences and high customer engagement and this was suggested by Steffen and Doppler (2020) that it a competitive edge that organizations can use for competitive advantage. The importance of TCE in a series of experiences is vital bearing in mind the consumer experiences' multi-facet nature in professional environments. In recent decades, online customer experience has also drawn significant interest from practitioners and academicians in general business. Online customer experiences are influenced by different factors such as emotional states (such as pleasure or enjoyment), individual characteristics (such as past experiences or skills), and web environment (such as website interactivity or design) (Bilgihan, Kandampully, & Zhang, 2016; McLean & Wilson, 2016). Online customer experience research indicates an increasing need for future research on the topic, which is illustrated by the growing prevalence and use of online shopping and social media (McLean & Wilson, 2016). Social networking websites empower customers to manage and create, to a great extent their interactions, which drives the need for further study on social media features that hinder or encourage an optimal online customer experience.

2.4.1.2 CEM in Hospitality and Tourism Research

It has been noted that due to the experiential nature of the hospitality and tourism industry, it is more important to create a better customer experience. Customer experience in the hospitality and tourism industry was earlier discussed in a study by Clawson and Knetsch (1963) on outdoor recreation, however, the construct “tourist experience” was first introduced by Cohen (1979). A conceptual framework was proposed by Mittal, Kumar, and Tsiros (1999) for consumption experiences that include behavioral intentions and satisfaction, service/product attributes, emphasizing

the importance of pre-purchase as well as post-purchase actions on behavioral intents. Mittal et al.'s (1999) framework were implemented and improved by Woodside and Dubelaar (2002), however, the progressive phases of tourist experience were included by Larsen (2007). The dynamic and accumulated processes that typify tourist experience was considered by Larsen (2007) and this entails tourists' expectation before, during, and after their trip, as this impacts both their expectations for the next trip and their revisit intentions, which shows the customer experience sequential nature in the industry.

Kandampully et al. (2018) noted that there is a need to differentiate strategies for the tourism and hospitality industry through experience, stating that it is not enough to only sell service. In providing customers with a pleasant experience, the authors also highlighted the significance of the underlying concepts and themes of hospitality products. To inculcate theme to hotel products and services, Chakravorti (2011) suggested that disclosed motifs should be applied to hotel design, items, and rooms, such as having an Eskimo igloo theme and placing beds that are designed to resemble ice cubes in the room and using different floor names such as math and social science for a 'library hotel'. Wu et al. (2018) carried out exploratory research and suggested strategies to be used in hospitality and tourism experiential marketing; this includes eliminating inconsistent or negative cues, balancing Kohonen's (2020) four dimensions, and delivering a cohesive theme experience.

According to Prebensen and Rosengren (2016), there is a growing emphasis in the hospitality and tourism literature to ensure strong customer loyalty via memorable customer experience, instead of ordinary CEs. The concept of CEs was applied successfully by Okumus and Cetin (2018) to destination marketing where they carried

out a content analysis to explore the food usage in destination marketing, and they found that promoting cuisine and food is important in creating memorable experiences for the visitor as well as to have a successful destination marketing. Similarly, to further investigate tourist experience, Kim and Ritchie (2014) focused on memorable tourist experience (MTE) and developed a measurement scale, consisting of seven dimensions: novelty, involvement, knowledge, meaningfulness, local culture, refreshment, and hedonism. The constructs were empirically verified by Sthapit and Coudounaris (2018) in the tourism and hospitality industry; the study established that four dimensions of the fore mentioned CE framework gives a conceptual fit as well as provide validity for measurement of tourist experiences, offering scholarly substantiation on CE measurement applicability.

Another determinant of customer experience was brought to light by Ariffin and Maghzi (2012), stating that the key to customers having a good experience is through highly-trained employees. He highlighted that having positive organizational culture, reinforcing best practices, and having planned training programs are necessary to achieve good host-guest relationships/transactions. A scale of hospitality employees' experiential intelligence was developed by Bharwani and Jauhari (2013) and consists of four dimensions (professional behavior, generosity, innovation, and creativity); claiming that positive customer experience is influenced by high employee emotional intelligence. In addition, the validity of the emotional display of employees is of immense interest to academicians and practitioners (Delpechitre, Beeler-Connelly, & Chaker, 2018).

Even though some studies have emphasized the significance of authenticity while customer experience is being delivered, however, only very few researches have been

carried out to determine what authentic experiences entail and how they are evaluated, especially in the hospitality and tourism industry. According to Kolar (2017); Rageh, Melewar, and Woodside (2013), some recent tourism literature have evaluated online CEs vigorously and concluded that tourism is the leading electronic spending category, and in the accommodation industry, electronic transaction accounts for a progressively substantial portion of all transaction. Therefore, it is evident that an organization's website is important podia for efficiently providing pleasant customer experiences that fulfill promises made by the organization (Estrada, de la Cruz, & Ochoa, 2017). The online consumer experience will continue to be important given the exponential growth of social media and the internet in the daily lives of consumers.

2.5 CEM and Capsule Hotel

According to Meiriana (2020, p. 11), a capsule hotel can be defined as a “small size room compartment roughly the size of a single bed made of fiberglass, plastic, wood, metal, or any rigid material”. Capsule hotel is mainly for lodgers who need an inexpensive room without additional amenities (Morrison, 2016); this type of hotel is provided with power sockets and air conditioning units, and some include small size television. According to Subakti, Anita, and Triana (2020), capsule hotels were initially introduced on Honshu Island in the Kansai region in Japan (Osaka city) in 1979. Since Japan is renowned for her efficiency and practicality, for its functions and size, the capsule hotel reflects the country’s image well. The origin of capsule hotels has been dated way back and are increasingly gaining attention not only in Japan but also in other Asian countries as well as all over the world and the demand for capsule hotels is increasing due to the growing preference for budget travel. Capsule hotels offer shared spaces that foster interaction among tourists and is often located in metropolitan regions; therefore, capsule hotels are similar to youth hotels with respect

to the resource, shared space utilization, services, and pricing. Many tourists choose to stay in an accommodation with basic facilities to spend less cash. For business travelers seeking to cut travel costs, the capsule hotel has also become an alternative. The listing of capsule hotel on third-party booking and travel websites has enabled the capsule hotel to grow at a significant pace.

Based on the 2018 global marketing analysis on capsule hotels, the capsule growth is mainly in the Asia Pacific region, particularly in Taiwan, Singapore, China, and Japan but not limited to these countries. Similarly, there is an increasing interest and use of capsule hotels in European countries like Russia and the UK. Furthermore, Meiriana (2020) argued that the growth of capsule hotels around the world is encouraged by recent trends, which in coming years, is projected to reach exceptional levels of market appraisal. The hotel industry is being revolutionized by management by creating innovative designs that are flexible and cost-effective. Different capsule hoteliers are cratering new projects around the world, exhibiting creative, comfortable, and functional sleeping pods or capsules. Hotel operators are trying to draw more guests to this relatively new idea, and in recent years their strategies have begun to show signs of success (Lee, Lee, & Moon, 2018). It is foreseeable that hotel businesses will face extreme contribution due to the new entrants planning to enter the industry.

According to Alnawas and Hemsley-Brown (2019); Ariffin and Maghzi (2012), the services provided in the hotel industry are sybaritic in nature and the implication of using such service is mostly psychosomatic and these characteristics contributed to the industry being among the experience-intensive industry (Gołąb-Andrzejak & Gębarowski, 2018). Examining CEM in the hotel industry is important both managerially and theoretically because customers are greatly involved in the services

(Kandampully et al., 2018). An increasing number of scholars have dedicated their attention to exploring the concept of CEM in different general service industries, in order to better establish our knowledge of the construct (Heshmati, Saeednia, & Badizadeh, 2019; Makudza, 2020; Nysveen et al., 2013; Zolkiewski et al., 2017) and in tourism and hospitality industry (Kandampully et al., 2018; Yoon & Lee, 2017). The physical environment is primarily the subject of the classical servicescape theory framework but is often arguably questioned for not including social or human factors (Bolton et al., 2018; Buxton, 2018).

Jang, Ro, and Kim (2015) indicated that social factors with a clear focus on the encounters between service staff and visitors are more prevalent than physical factors, especially in the hospitality industry (Bolton et al., 2018). Therefore, the notion of “social servicescape” was proposed by Jang et al. (2015) which include the notion of customer and staff play an influential and important part in the service environment. Some studies such as Al Halbusi, Jimenez Estevez, Eleen, Ramayah, and Hossain Uzir (2020); Taylor Jr (2020) have moved to socially distance servicescape research from mere servicescape research, however, the focus has been on restaurant context which makes it worth exploring the CEs of the capsule hotel.

Most experiential value studies have concentrated primarily on restaurant and luxury hotel service quality and their effect on customer satisfaction and experiential value (Jin et al., 2013). Ren, Qiu, Wang, and Lin (2016) in their study of budget hotels, found that customer satisfaction is positively influenced by customer experiences. Some other studies have also investigated the influential nexus between other post-purchase behavior and experiential value. Two main predictors of hotel performance are electronic word-of-mouth (eWOM) and repurchase intentions. Since young travelers

are predominantly the guest of capsule hotels and they often emphasize the use of social media and the internet, therefore, an important indicator of hotel performance is guests' eWOM. According to Chiang (2018), it is imperative for capsule hotels to deliver social servicescape, convenience, and price to produce benefits that can be classified as experiential and functional.

Chapter 3

RESEARCH METHODOLOGY

This chapter addresses subjects relevant to the context of research such as methodological approach, data collection, sampling strategy, and review strategy.

3.1 Study Context

This thesis adopted a qualitative content analysis approach in investigating actual guest encounters in the capsule hotel. In accomplishing the set out objectives of the study, data was collected from 10 Capsule hotels on booking .com based on popularity index. Leximancer 4.5 was used for analysis due to its exploratory and predictive capabilities (Sotiriadou, Brouwers, & Le, 2014).

Table 1: Showcase the hotel name and the location of the hotels

Name	Location
Nonze Hostel	Pattaya, Thailand
Dream Lodge	Lavender, Singapore
Capsule Hotel Astil Dotonbori	Osaka, Japan
InBox Capsule Hotel,	Saint Petersburg, Russia
Star Anise Boutique Capsules	Colombo, Sri Lanka
The Pod Sydney	Sydney, Australia
Ease Single Inn	Taichung, Taiwan
The Prime Pod Kyoto	Kyoto, Japan
Mono'tel, Taipei	Taipei, Taiwan
UZ Hostel	Taipei, Taiwan

3.2 Research Approach

Altınay and Paraskevas (2008) stated that the method of research strategy depends on the philosophy of the study. When the nature of a study is focused on establishing current theories and idea is considered to be a deductive research approach, whereas the study is structured to obtain a new viewpoint or validate a theory by literature review and data analysis this is called inductive approach. The deduction approach helps researchers move from one subject to an alternate or from a known component to a component unknown. The deductive approach can be explained by the means of hypotheses, which can be derived from the propositions of the theory. In other words, the deductive approach is concerned with deducting conclusions from premises or propositions. Additionally, this technique is known as ‘Top-Down strategy’ and connected with ‘quantitative analysis’ (Spangler 1986). The inductive approach is built on the concept of examining and researching a certain reality which leads to creating ways of thought or thinking, as demonstrated by the observations or data obtained (Altınay and Paraskevas, 2008). Inductive approach considers any subject from an abstract point of view to the general point of view. In prose, this approach is connected to 'qualitative analysis'. The quantitative approach was selected in this research to effectively analyze user-generated online content. In the exploration of travel industry environments, material investigation of online surveys has been increasingly used. In the last decade, the content investigation has been expanding ubiquity as an important way of understanding the fast-developing world of the Internet. This study used Leximancer software to analyze the occurrences of terms as co-events in data to uncover primary ideas (i.e. arrays of typically related words) and classify them into themes (Arasli, Saydam, & Kilic, 2020).

3.3 Sampling Method

The research used a probability sampling technique approach for systematic sampling. Systematic sampling is a simple technique, as it is an occasional systematic data collection method, this is achieved by deciding each *nth* individual from the targeted population. This approach is usually followed by the random selection of the main subject and the subsequent selection of each *nth* case. The number *n* is defined as the inspecting component and is dictated by the division of the objective population size by the required sample size. This study collected a sample from 10 capsule hotels where *n*=10. The total sample size summed up to 1,304, this also correlates in range with other studies such as Brochado et al., (2019) that observed 1,200 online reviews to inspected passengers' service quality remarks about airlines. Another one examined guests' service insights toward World Heritage sites (226 population) (Stoleriu et al., 2019). According to the methods used by other scholars, only English evaluations have been taken into account in the present analysis. Reviews posted by online visitors have been obtained from booking.com and copy to an Excel sheet (csv. Comma Delimited) folder.

3.4 Data Treatment

Content analysis is another approach that is commonly used in the analysis of data. It is a hierarchical coding and grouping method used to discover large volumes of word-based data. It defines the patterns of the sentence used, its frequency, connections, and connection structures. This Content analysis using Leximancer, converts word-based data from prevalent language into semantic forms. Four steps have been taken to generate a virtual map in the present study.

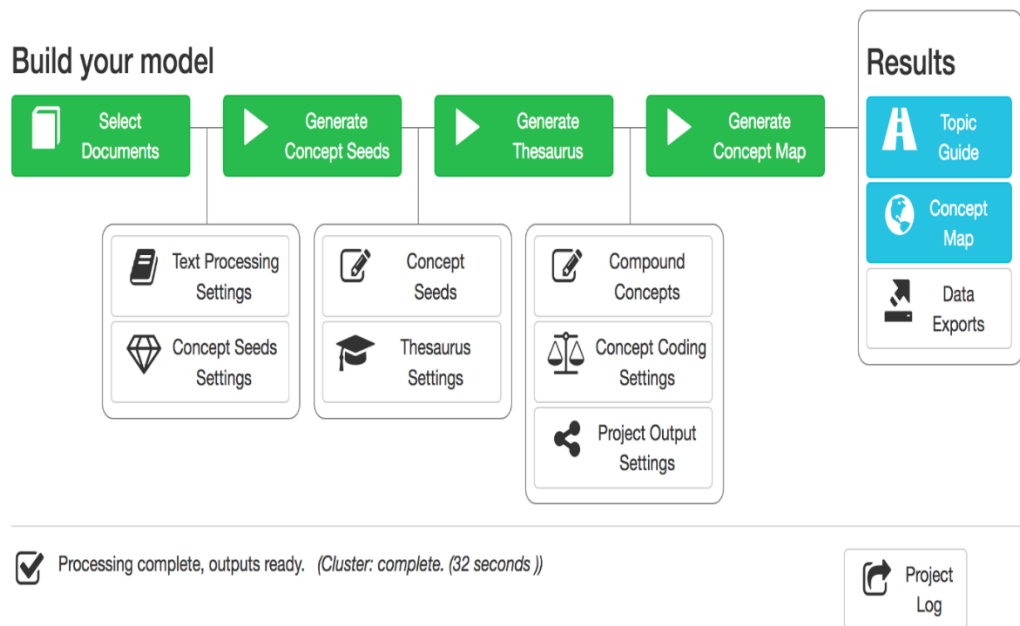


Figure 2: Content Analysis Framework

The first phase is uploading the csv file where the data are collected. Consequently, concept seeds are generated. Afterward from the concept, the thesaurus is generated. The term thesaurus was linked with each seed, and a map was created by combining words that were potential keywords of distinct concepts. As stated earlier, concepts are arrays of correlated terms that cover a core subject. When these descriptions of terms have been defined for each concept, a concept map will be created to demonstrate the relationship between the concepts in the document.

The thesaurus shows a list of concepts, the number of variations done by the learning method of the thesaurus, thus generalizing the concepts from the seed terms and generating a graded list of the words of the thesaurus that identifies and explains each concept. The thesaurus list also displays the weightings associated with each indicative word.

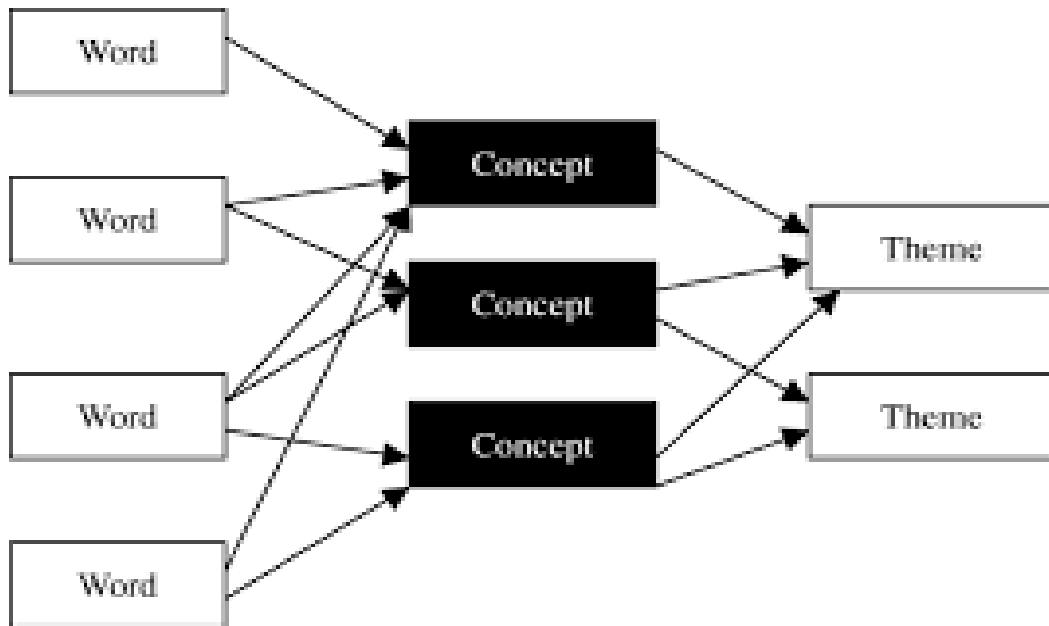


Figure 3: Leximancer Framework

3.5 Data Analysis

Leximancer is a program that analyses the type of document and explains details derived from generated documents. At that point, the key ideas found in the writing are visually defined by this program and details how the ideas are related based on the Bayesian hypothesis of utilizing computations as well as nonlinear components, Leximancer follows a quantitative approach to do so. Three key functional units, terms; concepts; and themes are considered by researchers.

This program uses a two-organized analytical approach for dealing with extricating co-event data to conduct theoretical and social researches. Hence, Leximancer determines the similarity reformulated ideas and forms where these ideas are linguistically interconnected to create a graphic representation of the results/ since Leximancer undertakes alike social and reasonable studies, it quantifies not just the proximity of distinctive ideas but also the way the morals to which ideals are related. In analyzing information, the starting point is to programmatically define the terms

that typically appear in the results. These concepts are determined by their repetition of sentences that include the contrary principle and the repetition in another sentence. That is the way ideas are made. (Wu et al., 2014; Sotiriadou et al., 2014).

Also, by connecting the concepts into groups and then into broader groups that are identified as themes that appear as colored circles on the map, the program translates concepts. Then, the findings of the latest review reviews often highlight which documents include relevant topics.

Chapter 4

RESULTS AND DISCUSSION

4.1 Result and Discussion

This study inspects 1,304 online user-generated content for the top 10 capsule hotel from booking.com. The thesis aims to advance research on CEM, via a detailed analysis of CEs comments on capsule hotels. This research intends to provide scholastic insight into the framework of customer experience management by evaluating the user experience at capsule hotel through online reviews created by users and developing a visual representation for practical use in the context of the hospitality sector. Furthermore, the research pinpoints critical factors that influence both positive and negative customer experience. The thesis deployed Leximancer 4.5 software to draw up a concept map to comply with the focal motive that drives this study, showing the common topics and thinking lines contained in the collected online feedback. In addition, repetitive terms and co-words were also created by the program.

The outcome of the analysis showed nine themes, ‘‘Staff’’, ‘‘Hotel’’, ‘‘Area’’, ‘‘Location’’, ‘‘Bed’’, ‘‘Capsule’’, ‘‘Check-in’’, ‘‘Noisy’’, and ‘‘Luggage’’.

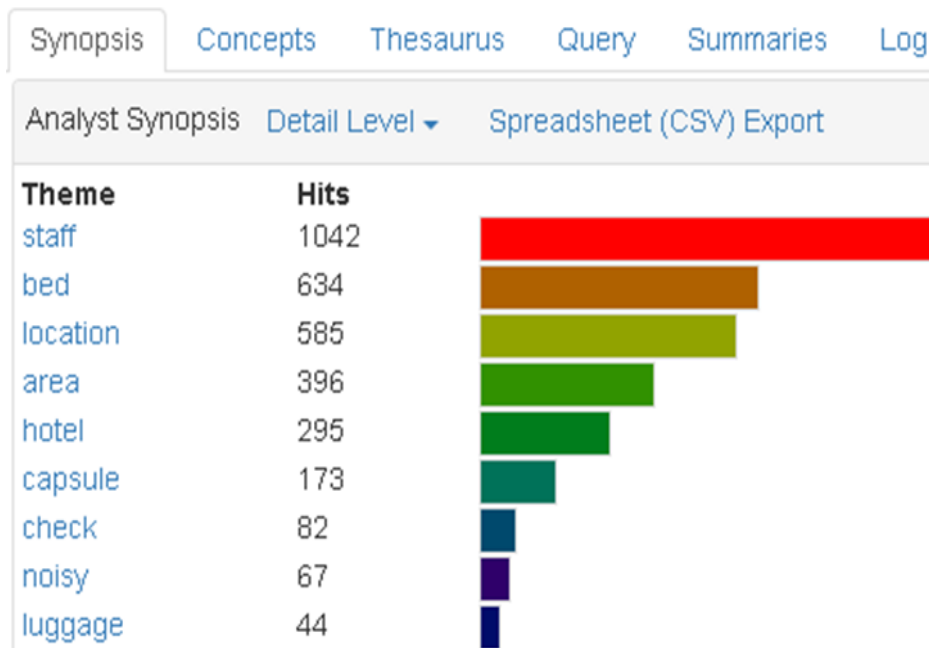


Figure 4: Synopsis of Result

Figure 4 show the synopsis of the analysis. The synopsis indicates the trend that is essential to the hierarchy of visitor rating in relation to word hits (word count). The theme with the highest hit is the most important, and the theme with the lowest hit is the least important.

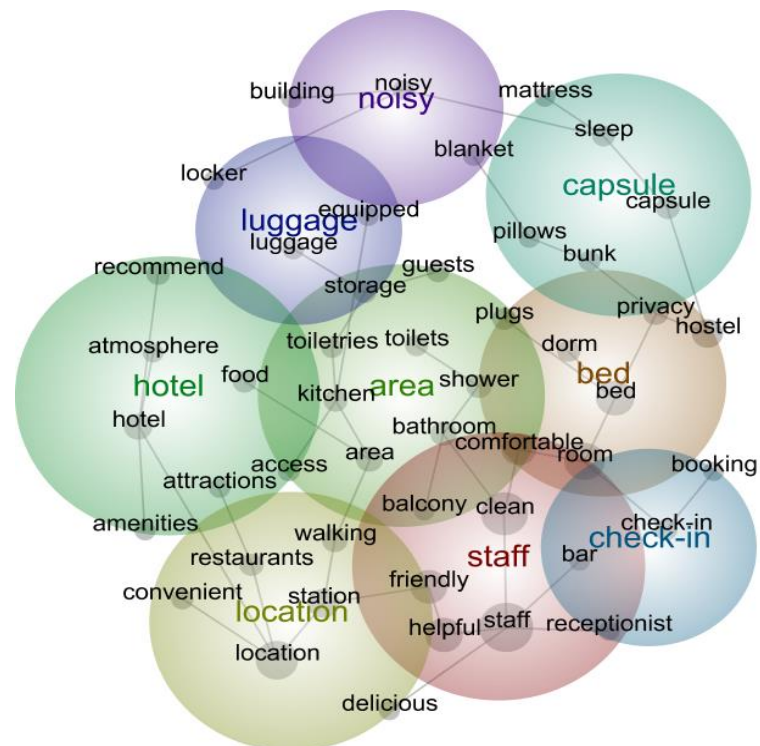


Figure 5: Conceptual Map

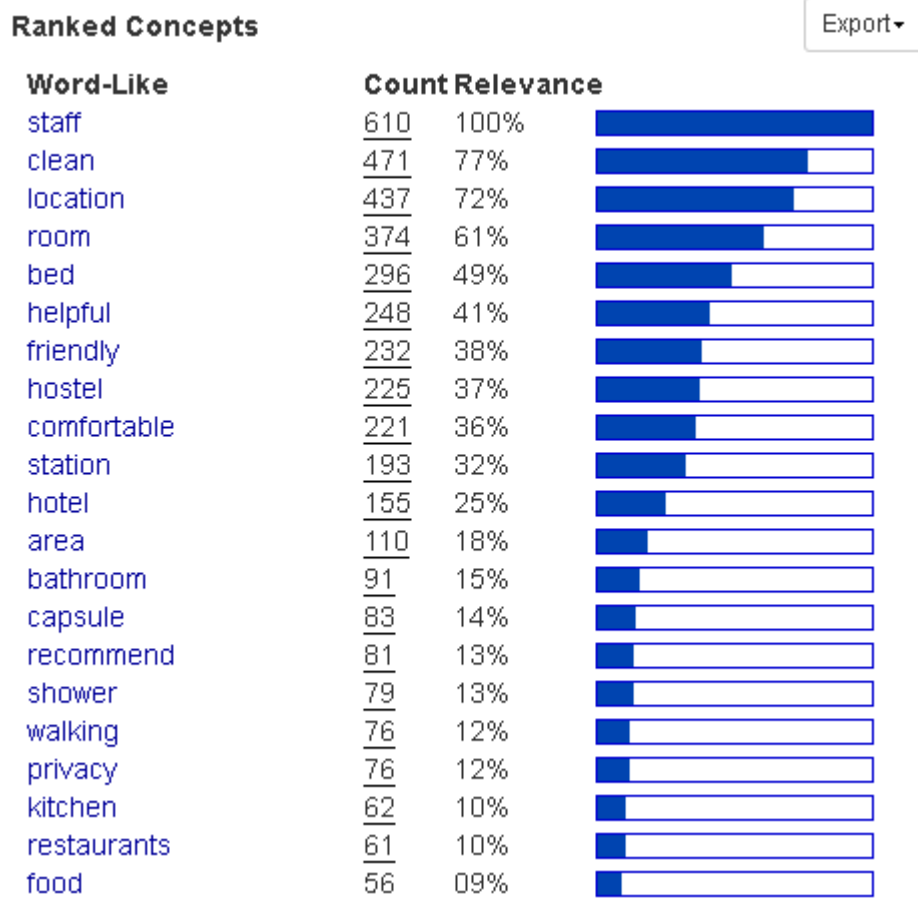


Figure 6: Concept Ranking

4.1.1 Theme Analysis

4.1.1.1 Staff theme

“Staff” (Word count = 610; word relevance percentage = 100 percent), “Clean” (Word count = 471; word relevance percentage = 77 percent), “Helpful” (Word count = 248; word relevance percentage = 41 percent), and “friendly” (Word count = 232; word relevance percentage = 38 percent). Posts reflecting this theme include the following; “The staff wasn’t very helpful in regards to finding food or pointing out landmarks we should go see. There were good maps available though, so we managed. The only issue with the capsule was that you have to keep your card inside the capsule slot in order for the capsule to power on. This means you can’t leave things to charge inside while you’re gone for the day or run to the bathroom in the middle of your movie without taking your card with you (in order to get back in the room/capsule) and everything shutting off.”

“Location is good, near a train station and plenty of shops, not too hard to find. staff was very nice, Me and my best friend love the capsule experienced. Though it is like a bed space with a private bed but still we have a room for bonding and our privacy. The common shared bathroom is super clean and the staff there is so generous and helpful. They also provided a locker outside the capsule but only for 1 luggage. Overall, we enjoyed our capsule experienced and loved our stay there for 3 nights. And the pods were cool. felt very secure and was very clean.”

“It is a modern place with friendly, helpful staff.”

“The staff were lovely and helpful, the room was a great size with plenty of storage, it was nice to get complimentary shampoo and lotions.”

“If you back to the hostel late night you have to find out an entrance to the building since the main gate was close (sorry I'm not sure exactly the time to close but for me and my sister back about after 5 pm) Although we were checked in and leave our luggage before time but the staff didn't inform us about that (you have to go on a left of the building to find a small entrance).”

“I like the mood and ambiance of the hotel. Free water and tea. They have microwaves but no fridge. Wide activity/dining area. They have computers. The capsules are clean. The room is clean. Toilets are always clean. You can change towels every day though they are too small. I appreciate how they are willing to help solve the problem if you have a problem in your room or locker. Girl staffs are more kind and willing to help. The owner/manager is kind too. They can speak and understand English.”

4.1.1.2 Bed Theme

The main idea is the bed theme which entails concepts such as; bed, room, plugs, comfortable, hostel, privacy, lockers, dorm. The level of word incidence in relation to the word of the concept under the theme Bed in the context of capsule hotels include; “Bed” (Word count = 296; word relevance percentage = 49 percent), “Comfortable” (Word count = 221; word relevance percentage = 36 percent), “Room” (Word count = 374; word relevance percentage = 61 percent), “Hostel” (Word count = 225; word relevance percentage = 37 percent), “Plug” (Word count = 27; word relevance percentage = 2 percent), “Privacy” (Word count = 76; word relevance percentage = 12 percent), “Locker” (Word count = 53; word relevance percentage = 9 percent), and “dorm” (Word count = 46; word relevance percentage = 6 percent).

An example that typifies the narrative under theme includes;

“I stayed in a dorm and found the beds to be wider and most comfortable than most hostel dorm beds. Each bed has a privacy curtain and there's a small shelf next to the mattress where you can put some things like your phone, book, water bottle, etc. (A rarity in hostels in **Australia!**) Each bed also has a reading lamp and a fantastic power outlet.”

“Really friendly staff. The room was small but really clean. The breakfast was good. The hotel is closed to a lot of restaurants.”

“Great hostel! Good location to the market, sights around the city, close to the train station and bus station. Rooms were spacious enough, beds were comfy, and bathrooms were clean.”

“Modern rooms with AC and large safety lockers, very comfortable beds with own light and plug, good breakfast Buffet, nice rooftop, very central situated.”

“Really great hostel beds located less than 10min walk from the railway station. It's a great choice for travellers who want to catch an early train rushing out of Colombo. There are convenient big lockers under the beds which can easily store a 60l backpack.”

“Lack of toiletries and hairdryer - In case of an 8-bed dormitory, it is noisy outside - Close to the railway station, but a little far from the city centre.”

“Best hostel I’ve stayed at! Loved it! The curtain in the dorms was such a treat gives you your privacy!”

“The beds were large and comfortable and the curtain was excellent at giving both privacy and darkness to the sleeping spaces. It was great to have a personal light and plug socket by the head of the bed. The lockers were large and easily fitted my holdall and backpack when not in use.”

4.1.1.3 Location Theme

The location theme consists of concepts like; location, station, walking, restaurants, convenience, and delicious. The statistical count of the concept under the theme location in relation to capsule hotel are;

“Location” (Word count = 437; word relevance percentage = 72 percent), “Station” (Word count = 193-word relevance percentage = 32 percent), “Walking” (Word count = 76; word relevance percentage = 12 percent), “Restaurants” (Word count = 61; word relevance percentage = 10 percent), “convenient” (Word count = 32; word relevance percentage = 5 percent).and “delicious” (Word count = 11; word relevance percentage = 2 percent).

A typical example of reviews in this theme include:

“Location! The location was so perfect, walking distance to shops, restaurants, the famous Dotonbori, Shinsaibashi and Namba station. There are so many events in this hotel like the Kimono event and you cannot miss the free ramen service at 22:30.”

“Close to the Dutch hospital and walking distance to the fort train station. Very convenient location, staff were nice. This room was great for a first night in Sri Lanka with all modern amenities at a good price.”

“Location was the reason I booked this hotel and it didn’t disappoint! Everything on your doorstep but still a street away so you’re not bothered by noise. The room is small compared to western standards, but for Japan is regular.”

“We were extremely pleased with Dream Lodge. The location was handy and there were lots of restaurants and food outlets within walking distance. The whole place was clean and the layout was well thought of. The beds were comfortable and clean and we enjoyed sleeping in the pods, which provided good privacy We had a very comfortable stay and will be back there whenever we need accommodation in Singapore!”

“Everything is perfect. Breakfast is still very late, which is good for late risers. The location is near restaurants, supermarkets, and MRT.”

“Very clean. Great helpful staff. Perfect organized. Comfy bed & pillow. Near to subway 5-10 min. walk. Restaurants, Cafe & supermarket close by.”

4.1.1.4 Area Theme

The Area theme consist of concepts such as; area, bathroom, shower, kitchen, toilets, guests, access, and toiletries. The statistical count of concept under the theme Staff in relation to chain hotel are; “Area” (Word count = 110; word relevance percentage = 18 percent), “Bathroom” (Word count = 91; word relevance percentage = 15 percent), “Shower” (Word count = 79; word relevance percentage = 13 percent), “Kitchen” (Word count = 62; word relevance percentage = 10 percent), “toilets” (Word count = 48; word relevance percentage = 8 percent), “guests” (Word count = 48; word relevance percentage = 8 percent), “Storage” (Word count = 35; word relevance

percentage = 6 percent), “access” (Word count = 22; word relevance percentage = 4 percent), and “toiletries” (Word count = 13; word relevance percentage = 2 percent).

A representative example of feedback used in this theme are;

“In a shared area there's hot/cold water, tea, microwave for free. Of course, there is a shared bathroom and toilets but they are extremely clean, good shower with hot water, hairdryers.”

“Great location and very clean. Air-conditioning very cold and nice common area. The staff very nice, very good attitude. Very well Laundry service. The shower water so great pressure and temperatures.”

“The noise. Can't blame the hostel. Guests must respect the rules, especially in the sleeping area. I heard some people talking on the phone. Video call without a headphone. And a group of friends chatting.”

“Not much scope for socialization with other guests, as there is no restaurant and no relaxed sitting area near the reception.”

“Great location, quite close to the State Library -Extremely sociable atmosphere, lots of common areas such as terrace, cinema room, kitchen, hot tub, and reading room - Everywhere was clean, shower facilities were private and tidy too.”

“Staff friendly and helpful, very clean bathrooms, kitchen, and sleeping areas. Excellent location to walk to World Square, China Town and Town Hall train station”

“It’s a small hostel so the bathrooms and kitchen were never busy. Good air conditioning, especially in the kitchen and common areas. In the bedroom during the night the air conditioning was perfect. Good size lockers. Privacy on your bed with space around you. Each bed has its light and power. They offer towels and you can get a clean one every 3 days.”

4.1.1.5 Hotel Theme

The theme hotel contains 5 ideas that are; hotel, recommend, food, amenities, attractions. The frequency count of concept under the theme location are; “Hotel” (Word count = 1,331; word relevance percentage = 24 percent), “recommend” (Word count = 563; word relevance percentage = 10 percent), “food” (Word count = 396; word relevance percentage = 9 percent), “amenities” (Word count = 396; word relevance percentage = 9 percent) and “attraction” (Word count = 396; word relevance percentage = 9 percent). Examples typifying this theme include;

“WiFi was a disaster. Hotel is aware but is not committed to improving.”

“Super cool capsule hotel. We got a double capsule and there was lots of room, fun lights, accessible power supply, and good Wi-Fi.”

“We stayed one night in this capsule hotel, which is definitely an experience worthwhile and lots of fun. Our capsules were equipped with a TV, various loading facilities, and a small table. The hostel is very clean, especially the toilets and showers, which are also very spacious. The capsules and lockers are also clean and are explained to you very friendly by the reception at the beginning. Bath slippers, a small towel, and a toothbrush are provided and large towels are also available for a small fee. The hostel is centrally located in Banqiao, just a few minutes’ walk from the metro, buses, and trains, as well as lots of restaurants, seven-eleven, and shops.”

“Very beautiful capsule hotel and friendly staff. The capsules and bathroom are clean. Free coffee and tea in the lobby. Price is OK. I highly recommend this hostel if you want to experience a capsule hotel in Taipei.”

“I like the mood and ambiance of the hotel. Free water and tea. They have microwaves but no fridge. Wide activity/dining area. They have computers. The capsules are clean. The room is clean. Toilets are always clean. You can change towels every day though they are too small. I appreciate how they are willing to help solve the problem if you have a problem in your room or locker. Girl staffs are more kind and willing to help. The owner/manager is kind too. They can speak and understand English.”

“Capsule hotel is great for their price. They have good facilities and accommodating staff. They provide personal hygiene freebies and we love their toilet. and towels can be rented at a very cheap price.”

4.1.1.6 Capsule Theme

Five principles that describe the design of the theme; capsule, sleep, bunk, pillows, mattress. The concept's frequency count under the theme capsule are: “Capsule” (Word count = 83; word relevance percentage = 14 percent), “Sleep” (Word count = 55; word relevance percentage = 9 percent), “Bunk” (Word count = 30; word relevance percentage = 5 percent), “Pillows” (Word count = 9; word relevance percentage = 1 percent), and “mattress” (Word count = 13; word relevance percentage = 2 percent).

Examples of reviews that represent theme include:

“bunk is quite spacious and the curtain keeps it reasonably dark. good-sized locker for each guest in the room (bring your padlock), good air conditioning during the hot summer night. It would have been stuffy in the room and really stuffy in the bunk with

the curtain closed, but they ran the A/C from midnight so it was comfortable • the staff at check-in was pleasant • the location was good. Disliked • •It's not a capsule hotel, it's a hostel.”

“The beds were bigger than average hostel beds and isolated with thick curtains so it felt like having your mini capsule room. A great bonus was also that you didn't feel your bed shaking if the person sleeping above or below you were moving in the night because each bed was its unit. I also liked to see that the staff regularly checked and cleaned the kitchen and bathrooms.”

“It is very central in terms of public transport, very clean, and functional. The concept of a capsule/bunk bed is an improvement over a simple bunk bed. it gives you some privacy for a start. I wish the light switch was closer to the ladder rather than at the head of the bed far away.”

“The mattress was too thin, at least for a western person. Much thinner than the average in Taiwan. - The capsules look unique, but unfortunately, nothing about them is quiet. The sliding door, plastic sides, and floor make noise when you touch them.”

“Bed: the mattress was very thin and rested on a metal bed frame. This was one of the most uncomfortable few nights in a long time. We have stayed in hundreds of hostels this bed was by far the worse. The metal frame leads to the slightest movement being loud and the bunk above kept us awake even with earplugs. Noise: very noisy until the early hours, children running around as well as people being very noisy till around 2 am. The beds were also noisy as above. Reception: very busy until around 1 am. We

have to exit our pod room through the reception to visit the toilet. The layout of this was a poor design and made the reception unusable as work or relaxing space.”

“Everything! We had individual lights, plugs, and curtains by the bed and got given towels. The mattress and pillows were comfy and the whole hostel is very clean.”

4.1.1.7 Check-In Theme

The Check-In theme consists of four ideas that consist of; Check-In, receptionist, bar and booking. The frequency count of concept under the theme location are; “Check-In” (Word count = 47; word relevance percentage = 8 percent), “Receptionist” (Word count = 15; word relevance percentage = 2 percent), “Bar” (Word count = 12; word relevance percentage = 2 percent), and “Booking” (Word count = 13; word relevance percentage = 2 percent).

“The staff was really accommodating as we arrived at 2 am the night before and the next morning, they were able to give us late check-out and kept our luggage for free, which was much appreciated! We were also relieved that they had someone 24/7 at the reception as we had done the last minute booking. The location is perfect...walking distance to many sites in the Fort area and we walked to the red mosque and Pettah market too. I liked the reception area...very modern and stylish looking with the open-air glass box in the middle where you can go for a smoke. Disliked · My husband said the room was quite basic for the price but it did the job and was clean. The breakfast was surprisingly sparse and didn't have much choice...mainly just fruit and they make you an egg. Breakfast selection can definitely be improved!”

“They're very helpful I made a booking mistake one day earlier they cancel without charges and provide better options for next day at the same price.”

“Great location (close to the railway station, bus station, supermarket) Clean. Everything would be great if not for the construction next door, nothing else matters if you are not able to rest Disliked · Construction ongoing next door, even during the night. I was awoken 3 times during 1 night by drilling and tapping with a hammer. Slow staff. Check-in time about 20 minutes and 20 minutes waiting for showing me the room, there was nobody else to check-in.”

4.1.1.8 Luggage Theme

The luggage theme comprises concepts such as; luggage, equipped, and locker. The frequency count of concept under the theme luggage are; “luggage” (Word count = 31; word relevance percentage = 5 percent), “equipped” (Word count = 13; word relevance percentage = 2 percent), and “locker” (Word count = 53; word relevance percentage = 9 percent). Examples of comments that represent the theme include;

” I just love everything here. The staff was so nice. The cube is so big and lots of space to keep your luggage inside your cube.”

” Safe, clean, modern environment. Your bed "pod" is enclosed for your privacy. The room comes with a locker that has space for a piece of hand-carry luggage (*bring your medium-sized lock if you want to secure it). Great value for money if you are a solo traveler or backpacker.”

” Do not let coins on the table. It will disappear without a trace. The only safe place is the locker.”

“It was my first time to stay in a hostel. It’s good if you’re looking for a place to stay for a very cheap & affordable price, however, I wouldn’t recommend it if you’re looking for a very comfortable space. Some of the capsules were a little noisy. There

wasn't enough space for clothes and luggage so if you're staying here for a few days, I would recommend booking in a hotel."

4.1.1.9 Noisy Theme

The Noisy theme comprises **2** concepts which are; building and noisy. The frequency count of concept under the theme location are; "Noisy" (Word count = 35; word relevance percentage = 6 percent), and "Building" (Word count = 30; word relevance percentage = 3 percent). Example of reviews that represent theme include;

"It was so noisy!!! Noise from music clubs, noise from other people, noise from cleaning staff, noisy! They give free earplugs, so I guess they know."

"It was extremely noisy. My bed was next to the lockers and the door, and I had zero chance of sleeping as I was very unfortunate to also have a snoring roommate. The air quality was not good, way too hot. The bathroom facilities were quite dirty. Not impressed."

"Capsule is on metal, which can be noisy when moving."

"The capsule door was noisy when opening and closing it. We arrived very early in the morning and the front entrance was still closed. It was hard for a foreigner to figure out a way in. Good thing the 7-eleven boys are helpful."

"Some rooms are blind, and in the back first floor, there is a noisy ventilation system of the next building during the day... best is on the street side with balcony. Perfect."

"The hostel is a 5m walk from the metro station. Showers are equipped with body soap and shampoo and towels are provided. Flipflops are provided for use of the showers."

4.1.2 Value for Money Rating

The study also objectively examines the interpretation of higher and lower value for money scores by consumers of capsule hotels. The study reveals that guests who rated capsule hotels closely link their positive experience to the notion of the concept such as staff 82%, clean 71%, helpful 68%, friendly 69%, bed 52%, hostel 45%, and mattress 41%. Concepts regarding the probability of co-occurrence with low money value are: noisy 65%, Wi-Fi 43%, shower 42%, room 61%, bathroom 39%, food 61%, guest 28 %, and location 16%. An example of an analysis that exemplifies high money value:

“It’s very clean. You have your own privacy in your pod, they provide towels and a hairdryer, the kitchen is new and you can store your food. Overall, so far, this has been the best hostel in Australia. I’ll go back there at the end of the trip. Staff is also very helpful and accommodating.”

“Best hostel I’ve stayed at! Loved it! The curtain in the dorms was such a treat gives you your privacy! Beds are great size loads of room! The staff were friendly and was really clean! Will def come back!”

Example of the review that typifies low value for money:

“Disliked · The room was small even though it was for three persons and we had only two of us - we did not have much space to open up our luggage easily. The toilet was although clean, quite cramped. The pillows were small and hard. When we returned to our room in the evening, we found that our door was not closed or locked because apparently, the person cleaning it left the hinge in the way (inadvertently). Very fortunately, none of our belongings were missing. We were also disappointed that the staff did not do anything about it other than offering a simple apology.”

Chapter 5

CONCLUSION AND CONTRIBUTION

5.1 Conclusion

Investigative CEM in the capsule hotel sector is significant both managerially and theoretically because customers are greatly involved in the services (Kandampully et al., 2018). A number of scholars have devoted their attention to unravel the concept of CEM in the service industries, in so as to better advance knowledge of the construct (Heshmati, Saeednia, & Badizadeh, 2019; Makudza, 2020; Nysveen et al., 2013; Zolkiewski et al., 2017) and in tourism and hospitality industry (Kandampully et al., 2018; Yoon & Lee, 2017). This dissertation advance knowledge by inspecting CEM in the context of capsule hotel which has being previously lacking in literature. This study inspected 1,304 online user-generated content for top ten capsule hotel on booking.com based on customer choice popularity index. The outcome of the analysis showed nine themes, ‘Staff’, ‘Hotel’, ‘Area’, ‘Location’, ‘Bed’, ‘Capsule’, ‘Check-in’, ‘Noisy’ and ‘Luggage’. This concept align with the categorization in the extant literature on CEM. The physical environment is primarily the subject of the classical service-scape theory framework It representation where well highlighted in the Theme “Hotel”, “Area”, “Bed” and “Capsule”.

The result within the research context also reveal that the service-scape is highly influenced by social and human factors. This also align with the criticism forwarded by Bolton et al., (2018) and Buxton, (2018) in that human activities such as “Staff”

influences concept such as the comfortability, cleanliness, check-in/check-out experience, room service experience which are all key component of the service-scape. According to Srivastava and Rai (2013), employees are often considered as significant precedence of customer experiences in tourism and hospitality, retail, and have shown to be critical in Capsule hotels. Ariffin and Maghzi (2012) also stressed the role of the emotional intelligence of employees and indicated a positive nexus between employees' emotional intelligence and customer service evaluations. Although, Capsule hotel is mainly for lodgers who need an inexpensive room without additional amenities (Morrison, 2016) and extravagant service, Staff customer oriented spinning behavior such as helpfulness, friendliness elevate the experience of guests validating Le et al. (2019) claims that consumers are emotional beings and as a result of consumption, seek a pleasurable experience. Consequently, businesses should become experience-oriented organizations. Relatively, Bustamante and Rubio (2017) stated that customers interaction with employees runs on a continuum which fosters customer engagement and result in better customer experiences.

Customer engagement highly influence CS because when customers are engaged, they create values for the organization by, for example, giving referrals (f, Weaven, & Wong, 2020). Harrigan, Evers, Miles, and Daly (2017) addressed different customer engagement antecedents, which include organizational and environmental features, as well as the implications of customer engagement. Customer engagement is an essential way to increase the co-created experience value in the context of CEM, since production process with increased engagement will result in positive CEs. This was reflective in the comment shared, in that reviewers made mention of staff name and how they have fostered positive experience in the process of engagement. The service and retail industries, ambience related research is predominant, as such, contributions

have emphasized how customers' experiences are influenced by physical surroundings (Bäckström & Johansson, 2017; Marques, Trindade, & Santos, 2016). Several tourism and hospitality researches have emphasized the importance of physical surroundings to CEs (Godovykh & Tasci, 2020; Ryu & Han, 2011).

This study revealed how architecture (reflected in the concept building) influence the experience of the guest in capsule hotel which was revealed in theme Noisy, which affect the sleeping experience. The size of locker also influenced the perceived service quality of the capsule hotel. Service quality, according to marketing literature is considered as a key determining factor of customer experience, behavioral intentions, and customer satisfaction (Srivastava & Rai, 2013). Several studies such as Chen, Tsou, Chou, and Ciou (2019); Kim, Eisenberger, and Baik (2016) affirmed that a key antecedent of customer experiences, customer behavioral intentions, and customer satisfaction is service quality. Effectively ensuring high quality in the service-scape (putting the social, physical and human factors into consideration) will yield better CE.

5.2 Contribution

5.2.1 Implications

Extant literature in light of CEM has being inconclusive, thereby leaving a gap. Furthermore, only a limited number of research has been conducted in respect to Capsule hotels and none has investigated CEM in capsule hotel. First of all, this research contributes to CEM's literature in the service industry and, in particular, the hotel field. This research also provides insight into the subject for more researchers to draw on in other ways to develop CEM.

Secondly, since that most research work on CEM has being conceptual, this study adopted a different methodological approach via analysis user generated review using leximancer. Leximancer's tools made it possible to explore trends with minimal interference by academics in the guests' inclusive interactions. Among these themes, it has been shown to be more substantial in comparison with other themes. In addition, the current investigation adds to the literature by describing the key narrative trends associated with "higher" and "lower" evaluations of the value for money of capsule hotels.

This thesis examines the variety of theoretical approaches to CEM In the hotel context, and shows the value of technology and customer reviews in managing total CEs, which will help to broaden the awareness of CEM in the hospitality sector. While some studies have evaluated CEM in hospitality industry, most have been done in restaurant and luxury hotels (Jin, Line, & Goh, 2013) with little covering low-budget hotels like capsule hotels. Essentially, by offering a thorough analysis of the online reviews of guest users of capsule hotels, this thesis will broaden existing perspectives for handling CE in the hospitality industry.

In addition to this report, existing research findings mean that hotel owners/directors/decision makers capsule greater insight into how capsule guests view hotel facilities capsules in terms of consistency and experience. Understanding online feedback as a manifestation of guest interactions will allow capsule hotels to identify key features that are important for achieving positive post-purchase trends and reducing negative actions. As a result, hotel guest reviews provide not only a cost-effective technique for capsule hotels to collect input from their guests, but also an opportunity to discover strategies for making positive post-purchase plans.

5.3 Limitations and Future Studies

This study has a few limitations which should be considered. This research considered 1,304 online generated review consequently this outcome should be interpreted carefully especially when considering capsule hotels. Although the sample size is justified based on available review, future. Second, the sample for this research has been gathered from one social media site, and potential research should include various social media platforms such as Facebook, Twitter, Instagram and other social media platforms.

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