

EXPLORING HOW HOTEL DESIGN, LOCATION, AND PERSONALIZED SERVICES DRIVE CUSTOMER REPURCHASE INTENTIONS IN JAMMU AND KASHMIR

Shabir Ahmad DAR^{*1}, Manik ARORA², Deeksha SINGH³,
Parul SHARMA³, Ashaq Hussain NAJAR^{*1}

¹Central University of Kashmir, Department of Tourism Studies, Ganderbal India; Shabirtaj@gmail.com (S.A.D.); ashaq.najar@cukashmir.ac.in (A.H.N)

²Amity University in Tashkent, Tashkent, Uzbekistan; manikarora1986@gmail.com (M.A.);

³Model Institute of Engineering and Technology, Jammu India; deeksha.mba@mietjammu.in (D.S.); parul.mba@mietjammu.in (P.S.)

Citation: Dar, S. A., Arora, M., Singh, D., Sharma, P., & Najar, A. H. (2025). Exploring how hotel design, location, and personalized services drive customer repurchase intentions in Jammu and Kashmir. *Geojournal of Tourism and Geosites*, 62(4), 2366–2375. <https://doi.org/10.30892/gtg.62432-1598>

Abstract: The purpose of this article is to emphasize on client interaction techniques and practices with regard to the hotel's location, design, and personalized services. By addressing this knowledge gap, it is expected that the study will support the appropriate use of hotel resources, including internal design practices, hotel location offerings and practices, customer promotional practices, personalized service practices, and art and cultural practices. In the end, this engages a client and results in their intention to repurchase the services. The qualitative approach based on thematic analysis is used in this study. Hotel managers and executives were interviewed in-depth. The final transcript for analysis was created by transcribing the audio recordings of the interviews. As a result, a pertinent list of themes and actions has been created by coding the reported customer engagement practices. The factors like hotel's location, hotel's design and personalized services offered by the hotels taken into consideration for this study, adds to the list of customer engagement practices. Hotel internal design practices, location offerings/practices, Customer-oriented practices, Personalized service practices, customer promotional practices, Art and Cultural Practices from data reporting and was identified to be used by hotel establishments to enhance their customer satisfaction and repurchase intention. The kind of factors like hotel location, hotel design, and personalized services offered by the hotel taken into consideration for this study helps to identify more customer engagement practices. The identified practices also act as a guide for the hotel operators so that maximum utilization of resources can be ensured in terms of accessibility and availability with respect to hotel location, hotel design, and personalized service offered by the hotel. Hotels must also have a complete mechanism for learning and development of service personnel so that they can anticipate the needs of the guest and offer personalized services. It is anticipated that by filling this knowledge gap, the study will assist in proper utilization of resources available with a hotel in the form of hotel internal design practices, hotel location offerings/practices, customer promotional practices, personalized service practices, and art and cultural practices. This approach engages a customer and leads to the repurchase intention of services.

Keywords: customer engagement, hotel location, hotel design, personalized service and Qualitative research

* * * * *

INTRODUCTION

The world tourism and hospitality sector has experienced instant growth, thereby highlighting its huge economic significance globally (IBEF, 2017; UNWTO, 2014). With such achievements, the number of tourism sites and leisure attractions is increasing, and the different categories of hotels have also increased to make provisions for a swiftly developing world tourism scenario. New techniques have facilitated tourists co-creating and being part of tourism experience development, as elaborated by (Vargo&Lusch, 2004; 2016). Therefore, in an over competitive scenario, the importance of developing distinctive offerings is recognized by service providers. They build trust in their destinations by assisting their customers' engagement, hence assisting in increasing tourist footfall. A customer's interactive brand experience is referred to as Customer Engagement (Brodie et al., 2011). Customer engagement has received rapidly growing practitioner and researcher interest in the past decade (Kumar et al., 2019; So et al., 2020).

Specifically, while other, related concepts offer some insight into particular consumer-based dynamics. Customer engagement addresses the cognitive, emotional, and behavioral investments of customers during their interactions with focal tourism brands (Hollebeek, 2011a; 2011b; Hollebeek, 2016). Consequently, customer engagement tends to make a favorable contribution to the customer's overall brand experience, thereby contributing to the performance of the service provider (Taheri et al., 2014). While previous research has largely deployed observational research or experiments to understand tourist customer engagement (Falk & Storksdieck, 2005), which includes the hotel's internal atmosphere, such as ambience, lighting,

* Corresponding author

music, artistry, and approach in between different service areas of the hotel. The hotel's external environment, like surroundings, accessibility, scenic location, availability of various entertainment activities, and engagement sources. Customer engagement research has focused enormously on substantial online or service foci (Grewal et al., 2017; Hollebeek & Andreassen, 2018). For example, with respect to hedonic (vs. utilitarian) brands (Hollebeek, 2013); fashion (Islam & Rahman, 2017), and mobile phone service providers (Leckie et al., 2016); published work has also addressed customer engagement in virtual brand communities (Islam et al., 2018). In tourism, which represents a specific service sub-sector, it is identified that studies address customer engagement to a great extent, such as online reviews (Wei et al., 2013), social media interactions (Baumöl et al., 2016); heritage places (Bryce et al., 2015); and airline brands (So et al., 2012). Similarly, few studies have investigated customer engagement in the hospitality sector concerning hotels perspective. From literature it is evident that the customer engagement practices have a significant positive impact on tourist behavior.

Further, it is identified that customer engagement practices depend upon a number of factors, such as the type of destination and location of the hotel. Various drivers have been explored as customer engagement antecedents in existing research, including customer involvement (Dessart, 2017; Hollebeek et al., 2014); (retail) atmosphere (Choi & Kandampully, 2019). However, it is viewed that little remains known about the role of geographic location of the hotel, the design of the hotel, and personalized service in driving customer engagement, which are important factors in hotels (Loureiro & Sarmiento, 2018). Further, it is identified that fewer studies have been conducted in India. Keeping existing insights in mind, this study aims to study the customer engagement practices in the hospitality sector in the Kashmir Valley, India. Therefore, the current study intends to identify customer engagement practices with these components and explore its function in customer loyalty, thereby contributing to insights into the concept's role in fostering hospitality firm performance.

LITERATURE REVIEW

The customer engagement concept has been analyzed in various academic disciplines such as organizational behavior (employee engagement), psychology (task engagement), sociology (civic engagement), and marketing (customer engagement) (Brodie et al., 2011; Hollebeek et al., 2016); define customer engagement as a customer's cognitive, emotional, behavioral, and social investment in their brand interactions (Kumar et al., 2018). In addition (Islam et al., 2018; Ahn & Back, 2018) explore customer engagement effect on customer loyalty in social media-based tourism, online brand communities, and resorts, respectively. Correspondingly, the particular object(s) with which a tourist engages may include tourism brands, firms, destinations, and employees (Hollebeek, 2011). The destination offerings, such as climatic conditions, weather, scenery, beautiful views, activities, and attractions around the hotel, constitute the hotel's external environment associated with the hotel location. The courtesy of the server, the competency of the serving personnel, and how easily an employee will identify the needs and anticipate the guest's desires, which indicates the personalized service offered by service personnel, have to be studied so that various associated practices can be identified.

As studied by (So et al., 2012); the bond between customer engagement and customer loyalty in the airline and hotel contexts, respectively (Hapsari et al., 2017; Rather, 2018; Rather et al., 2018). It is evident from the literature that very few or scarce studies have been conducted, especially in the hospitality sector. Given the importance of customer management strategies and the vulnerability of trade and competition levels, it makes the task even more important so that we can identify the set of practices impacting the engagement levels of customers in hotels.

The tourist's emotional bond with a specific tourism spot or destination is reflected by place attachment. The tourism customers are willing to make specific investments, which also strengthens the emotional bond, thereby reflecting their engagement with the object (Hollebeek & Chen, 2014; Kumar et al., 2018). Hence, we argue that such spots perceived as unique will exert a favorable impression on the customers to visit. Similarly, if we read the above concept in hospitality relevance, it shows that the location of the particular hotel can be a reason for a customer to turn up to that particular place, which includes the accessibility to the hotel from different access points like airports, railway stations, bus stands, access to other attractions, etc. Another important aspect of the place or location of a hotel is the surrounding area of that particular hotel, like if it opens to a beautiful view of rivers, lakes, gardens, mountains, city overviews, etc., which describes the uniqueness of that place at differing levels. The authenticity has been verified (Firm, consumer; Molleda, 2010; Maccannell, 1973) studied the concept to better understand tourist travel experiences at historic sites.

Authenticity reflects the extent to which such an object is perceived as genuine, real, or true (Grayson & Martinec., 2004); So another factor is the availability and accessibility to heritage sites like forts and museums etc so that a deep observation of the art and culture of that place will engage a customer for a long time. Keeping the above factor in mind, it becomes essential to identify the practices helpful for customer engagement pertinent to heritage and ancient infra structure available in current study area, easily accessible from hotels. While scarce investigation has been performed in customer engagement practices relating to hospitality contexts (Bowden, 2009; So et al., 2014); more comprehension of this notion is important in spite of its recent emergence as an essential marketing variable (Dessart et al., 2018; Leckie et al., 2018). In addition, the recent literature indicates the inconsistency while dealing with customer engagement dimensionality (Dessart et al., 2016; Harrigan et al., 2017; So et al., 2012). Particularly, there exists a need to look into the strength and directionality of related variables that are theoretically related to CE, therefore identifying and empirically validating specific customer engagement consequences (Islam et al., 2017; So et al., 2014), as confirmed in the present study. Keeping in view the amount of study that has been undertaken in the hospitality sector. The UT of Jammu & Kashmir is considered to be heaven on earth given its scenic views, meadows and mountains, lakes and rivers, historical uniqueness, art and culture, and the hospitality characteristic of local people. All these factors need a deep study in order to scale the impact of these practices in building customer experiences in view of customer engagement.

MATERIALS AND METHODS

Based on the objective of this study, the thematic analysis approach was employed, in which interviews of 32 managers and executives of different Grade “A” hotels were conducted within the jurisdiction of UT of Jammu and Kashmir as mentioned in (Table 1). The sample was limited to adults above the age of 25 years with an aim to get the response from experienced employees of different levels. A semi-structured questionnaire was developed as shown in (Table 2), and an in-depth interview was conducted (Wu et al., 2025) with the help of the interview checklist of below-given questions to get the details of existing customer engagement practices in view of the hotel’s location, the hotel’s design, and the personalized services in these hotels (Najar & Bukhari, 2017). The interviews were conducted for the time period of 20–40 minutes each. Further, the responses were audio-recorded and transcribed as in (Dada et al., 2022). During data collection it was found that hotels exhibit many CE practices for customer retention. The recorded responses were organized and categorized into themes through thematic analysis with the help of NVivo 12. The different analysis techniques, like word cloud and cluster matrix analysis, as in Figure 1, 2 and 3 had been used. Different themes have been developed as the requirement of the study.

Each researcher developed a tentative classification plan. The research group then engaged in a thorough discussion, comparing and revising these tentative plans. Eventually, the group reached a consensus on a master classification scheme consisting of six categories. This discussion and revision process was necessary to achieve intersubjectivity, ensuring acceptable reliability and validity for the study. The outcome of the analysis resulted in the formation of six major themes inclined towards the hotel’s location, design, and personalized service. The themes that emerged are :

- (i). Hotel internal design practices; (ii). Hotel location offerings/practices; (iii). customer promotional practices;
- (iv). Customer-oriented practices; (v). Personalized Service Practices; (vi). Art and cultural practices.

Table 1. Demographics related to the study

Demographics	Number	%age	Demographics	number	%age
Gender			Designation		
Male	24		Supervisors	21	65.6
Female	08	25	Managers	11	34.4
Age(years)			Nationality		
25-34	16	50	Indian	31	96.87
35-44	08	25	Foreigners	01	3.12
45-54	06	18.75			
55 and above	02	6.25			
Qualification					
Intermediate	04	12.5			
Graduation	14	43.75			
Post Grad.	12	37.5			
Others	02	6.25			

Table2. Interview Checklist

(a) What do you understand by the customer engagement?
(b) What are the different customer engagement practices offered by your hotel?
(c) What are the different customer engagement practices offered by your hotel, in view of geographical location of the hotel?
(d) What are the different customer engagement practices offered by your hotel, in view of hotel design of the hotel?
(e) What are the customer engagement practices offered by your hotel, in view of personalized services offered by the hotel personnel?
(f) Do you feel that customer engagement has an influence on the repurchase intention of the hotel? If yes, how?

Table 3. Figures stating prime themes: an outcome of NVIVO

Hotel location offerings		Customer promotion practices	
Prime location	Bon fire and campfire	Special upgrades	Incentives and discounts
Gaming and sporting activities		Gastronomic experiences	Cultural and tradition related offerings
External environment	Climatic offerings		
Personalized service related practices		Hotel interior design offerings	
Express service	Interaction with guests	Internal design elements	Easy approach towards service areas of hotel
New tour and trip facilities	Celebrating occasions for guests	Customer oriented practices	
		Cultural events in the form of music and singing	Paintings and artistry

Qualitative Data Analysis and Interpretation as stated in Table 3.

Contextualizing Customer Engagement and Its Practices in Hotel Industry; Customer Engagement

Customer engagement can be defined as developing relationships through involvement in products and services offered by the hotel along with innovative, technological interventions with the provision of incentivized loyalty programs and memberships, resulting in memorable experiences. As R3 of the study stated through interview as “*The hospitality industry is developing every now and then. It is not only about giving the best bed or breakfast or food, but also about keeping the customers involved because the basic needs have already been met. A lot of hotels have already met the basic needs because giving a bed or breakfast is not sufficient, so to have repeat clientele, we need to ensure that we keep our customers engaged*”

Identified customer engagement practices in hotels

1. Hotel internal design practices

The desire to stay in a service setting, with their re-patronage intention, with the atmospheric elements and interior design influence customers (Johnson et al., 2004; Kotler, 1973); describing atmospherics as “the endeavor to design buying settings to produce specific emotional effects in the buyer that enhance his purchase probability.” (Kotler, 1973), the four dimensions assessed by the customer include physical environs: visual, aural, olfactory, and tactile. Such components and their perception by consumers have ripened into distinct forms, which include furniture, lighting, style, artifacts, and color. Ambient conditions are environmental background stimuli that impact human sensors (Kotler, 1973; Turley & Milliman, 2000; Hasanein, & Ayad, 2025); that are visual or non-visual, for example, colors, auditory, scents (Mattila & Wirtz, 2001; Spangenberg et al., 2005); and temperature (Reimer & Kuehn, 2005); The increase in creating ambient conditions in the hotel industry has developed utmost interest. Such different ambient components jointly influence buyer behavior, which remains under-researched (Heide et al., 2009); The hotel industry is well known for catering to the delightful and luxurious needs of customers. The needs can be met both through tangible elements like food, beverages, etc., and intangible elements, which have an overwhelming impact on the complete pleasure of the guest. These elements can range from providing the best of the designs in terms of interiors, thematic lighting, artistry, and detailed woodwork in the lobby and lounge, as well as in guest rooms, where a guest gets engrossed with the patterns and structure of the work. Nobles, 1999 suggested that 'the best way to enhance the hotel operation's appeal and image can be done with the aesthetically approved design of hotel property, which also can lend an identity to the business among its customers and visitors', the ambience of the public areas, etc.

Another important factor is the approach towards different service-providing areas of the hotel, which reflects the attractiveness of the design and adds to the charm of the internal atmosphere of the hotel. All hotel areas must be well-connected, accessible, and free of obstructions. While approaching the coffee shop, it should be easily accessible from the lobby area and next to elevators and stairways. The hotel's internal environment thus contributes tremendously towards involving customers in the design and interiors. As stated by the respondent 1st during interview: *“When you are sitting in the Tea Lounge, you can experience woodwork done on the ceiling called khatam Bandh. We usually have seen the people visiting Kashmir; they are quite happy with this work and architecture. So we have experienced guests who come back to us, get this thing done in their particular Home, Shop, office or any other kind of place. So this is something which is making them come again and again. There are people who are using Deodar and Oakwood in their offices to get fragrance to remind them of Kashmir, get that feeling of being in Pahalgam, and get a resemblance of that particular moment that is how these different design elements impact you.”* Thus, internal design elements paste an everlasting impact on the minds of the customers. In the same way, the easy accessibility to service areas makes the guest movement more convenient without piling on the service staff for minute tasks.

2. Hotel location offerings/practices

These are the factors that can be found in and around the hotel. It contributes a lot to the involvement of customers and offers them avenues to celebrate, enjoy, and memorize moments in a hotel. The desirable item(s) with which a tourist engages may include tourism products, sites, destinations, or service personnel (Hollebeek, 2011); In a hospitality context, important factors comprising this destination component will include the location of the hotel, accessibility to various activity areas, seasonal variations, bonfire occasions, gaming and sporting activities, etc.

2.1. Prime location

Space is the spatial relationship between different objects, e.g., furniture in a bounded environment (Wakefield & Blodgett, 1996). However, in the “4Ps” context, place as a physical environment is seen as an influential feature of the total consumption experience (Bitner, 1992; Kotler, 1973). The location of the hotel is the deciding factor for the customers on they should patronize this establishment anymore. It is viewed as a factor of touristic attractiveness while choosing accommodation (Chaudhary & Islam, 2020). It forms the basis for classifying the hotels based on their location, which includes commercial hotels, suburbs, motels, downtown hotels, resorts, transit hotels, rotels, and floatels. The above classification indicates the accessibility from different activity and service avenues like shopping malls, markets, government offices, residential areas, highways, motorways, railway and bus stations, airports, etc. This helps a customer to decide the kind of hotel they should book for the upcoming trip. As the R4 has stated that: *“As you know, our hotel is centrally located with regular access from the international airport, just a 40-minute ride; the highway NH1 is 10 minutes away. The famous Dal Lake is within 15 minutes' walking distance from the hotel. The commercial hub of Srinagar, which is Lalchowk, is just 1.5 kilometers away from the hotel. It becomes easy for the guest to fully enjoy the day trip and go shopping in the late evening hours. All these factors help us to attract and retain our guests, who usually visit this place for business reasons.”*

2.2. Climatic offerings

The climate of a place deeply impacts the tourist flow towards that destination. As Jammu and Kashmir is well known for its seasonal attractions, which totally depend upon the diversifying change in climate, ranging from -10 degrees centigrade in winter with a freezing snow carpet layered across the valley of Kashmir to +40 degrees centigrade in summers in parts of Jammu. So this variation in temperature at different periods of the year gives birth to different seasons ranging from spring, known for the bloom of flowers and vegetation in every nook and corner of the region, to summer with fruits ripening in orchards and a complete green cover across plains, meadows, mountains, and valleys. The autumn gives everything a golden tinge and is the time for plucking fruits like apples across the valley. This attracts a good number of tourists towards the region. The winters seem harsh for the locals but prove sensational for the people travelling from other parts of the world. Skiing and sledging on the snow carpet drafts a permanent sketch on the hearts and minds of the people. As evident from the statement of R1 and R6, respectively, this describes:

“Variation in seasons provides guests the opportunity to visit a place multiple times and experience the difference in every season. Hence, all these seasons give them a different look and feel. So having a customer engagement practice lets them know when it is time for the tulips, how to experience autumn, etc. Hence, engagement is really important to ensure a customer comes again.” “You can see the tourists busy skiing and sledging over slopes at a time when it is 10°C in other parts of the country. These activities are full of adventure and thrill at the same time. Doing all this in freezing conditions puts one more challenge on the hotel, which is to keep the interiors of the hotel quite warm so that when a guest comes back to the hotel, he/she must get a good warmth inside the room, for which we have installed central heating instruments.”

2.3. Bonfire/campfire occasions

One thought that comes to our mind when we think of chilly winters and having a whale of a time with our best buds. The obvious answer is a bonfire; it is an occasion where we are always on the lookout to have a fun trip with friends. It not only keeps our body warm in the cold but also instills warmth in your relationships. So, break ourselves free from the shackles of our monotonous life and read on to find out the best meaning of entertainment and memories in the chilly winter nights. The kind of attachment that connects the customers to a hotel in particular and a destination in general because of these activities of bonfire/campfire truly rendered a lasting impact on the customer. It has been endorsed by the R8 as under: *“We do campfire/bonfire, as we have a small garden with a view of almost the whole of Gulmarg facing towards Affarwat Peak, so enjoying the night view of this amazing place in chilly evenings with a bonfire and some sizzlers served along will give a feeling of being totally attached to this place.”*

3. Customer-oriented practices

A company is more interested in its customers in a customer-oriented culture fulfilling their desires and wants. It gives them quick responses and does a fair valuation with utmost priority and effectiveness. While a positive attitude and admiration towards our customers is the primary goal to be achieved. We think about attracting more leads, maximizing sales, up selling etc. With these things being in a list, an organization with a genuine customer-oriented approach will desire to know about customer's needs and only then about its own benefit. Hotels try to be involved completely in the facilitation of various ceremonial occasions, coming in the way every now and then, be it celebrating anniversaries, birthdays, special occasions, or other related important events. In order to identify the very specific needs of particular travelers, the hotels track their preferences and try to provide more hurried services to satisfy their time-saving needs by providing express check-in and checkout services, breakfast on the go for early morning checkouts, and quick means of transportation for business travelers to and from the hotel. There is a good number of customers visiting new destinations with less or no knowledge about what to do, where to go, how to reach, etc., about that particular place. The hotel management found it their moral duty to help such customers with concierge and travel desk facilities. They try to plan their trip as per the needs of the guest. The complete itinerary is planned and developed in consultation with the concerned customers. All these factors bring in a sense of closeness and affection for customers towards the hotel. The statements are apparent as per respondents R3, R7, and R9, respectively, as under: *“A lot of practices are like this: on a Women's Day, the women will dine for free, or on a Mother's Day, the mothers will dine for free, or, you know, on a Father's Day, the fathers will dine for free. All these things or activities keep the customers engaged and involved and at the same time generate revenue for the hotel.”* *“Creating a lifelong relationship with the guest by providing him or her the right information about their trip, making them comfortable by giving answers to various queries, arranging vehicles while going out of the hotel, helping them plan trips, and making itineraries as tourists want to explore more and new things.”*

4. Customer Promotional Practices

The hotel operations have never been a smooth task. Revenue maximization and hotel occupancy are becoming more challenging in the current era. A hotel must possess a strong marketing plan in order to make the best of the expected industry revival. The key hotel marketing strategies have to be put together to help stay ahead in this ever-competitive industry. When a guest returns to the hotel, they may expect to be recognized for their loyalty. It doesn't need to be anything extravagant—small gestures like a ‘warm welcome’ email or a welcome card, or a complimentary traditional drink would make them feel elated and welcomed. The nature of loyalty programs, from being entirely transaction-oriented, is changing towards amalgamated systems that surely assist in comprising and maintaining customer relationships (Bijmolt & Verhoef, 2017). The trend of such programs has become very well-liked in the current era to boost loyalty among the engaged customers and uphold engagement behaviors (Berry, 2015). So offering discounts due to seasonal fluctuations in demand will keep a customer connected with the brand. Incentives for being loyal to the establishment and creating memberships in order to keep a customer in close loop regarding the offers and coupons issued by the hotel at varied times. It has been a wise, rather ethical practice to upgrade a guest to a higher room category without actually asking for it and not charging a single more penny to the guest. So the above-mentioned theme has been acknowledged by the R5 and R2, respectively: *“In order to enhance customer loyalty and to make sure customers visit us more and more times, we offer coupons, like buy one get one free. It surely helps businesses to grow and ensure re patronage of services by the guest.”*

5. Personalized Service Practices

The behavior that arises in all interactions aimed at enabling a customer to feel he/she is receiving individual attention is personalization (Surprenant & Solomon, 1987). The relationship between businesses and customers is constantly evolving. The current time, which is run by technology, customers can be reached in numerous ways. Today's customers have full knowledge of services and products. They know more about the company. So, a customer expects personalized care. It has

also been confirmed that customer experience is deeply affected by the amalgam of informatization, interaction, and personalization (Jeong & Shin, 2019). Thus offering more appropriate products and services that fulfill the basic wants and desires of the customer. This way, a connection is being developed between a customer and the organization.

Also, because of the customized solutions to their problems, it ends up with more satisfied customers. Therefore, these days it has become imperative for hotels to offer personalized services to their customers. Thus, hotels treat customers as the special individuals they are, rather than a passing paycheck, hence creating realistic and unforgettable moments for them, as well as delivering the best version of you and fostering the positive brand identity needed to attract new business.

The importance of personalized service has been stated by the R10 and R3 respondents, respectively: *"While we provide the guest services, we also have a keen attention to the guest's satisfaction. Thus, we arrange guest courtesy calls at least three to four times before they check out. At the time of departure, we provide feedback forms to the guest, and an online link is also shared with the guest so that they can share their experience. During the stay, we personally visit guests if a guest has food in a restaurant. The service personnel and even the chef will go to the table and ask for feedback about the food and if there is anything that needs to be done eventually. The front office manager tries to contact or interact with every guest at least once during their stay so that we put every effort into making their stay pleasant."* *"Staff is trained enough to keep the customers engaged. We try to go out of the way if there is something that we don't have available in our hotel and it can be procured easily outside; we would not hesitate and would go out and buy it and do it for the guest."*

6. Art and cultural practices both in and around the hotel

An eager audience among tourists who like arts and crafts, mainly handicrafts, has been attracted since the last two centuries, and they are sure that unique elements of their travel experience are these articles believed to be souvenirs (Phillips & Steiner, 1999). The handmade arts, like folk arts, crafts, and handicrafts, are often puzzled and used in place of handicrafts. For centuries, the uniqueness of artistry has assisted the hotel marketing plan (West & Purvis, 1992); leading to increased revenue and more occupied rooms (Countryman & Jang, 2006). Signs, symbols, and artifacts act as crucial material dimensions used to interact with customers and send effective communication regarding service delivery (Bitner, 1992; Rosenbaum & Massiah, 2011; Eiseman, 1998). Thus, the art in the form of handicrafts, local food, apparel, customs, traditions, cultural uniqueness, and historical remarks in the form of heritage sites, forts, mosques, and temples available around the hotel will attract the customers.

6.1. Traditional Folk Music and Singing

These cultural activities in and around the hotel have attracted customers to make it really a part of their 'on the trip' exploration. The guests spent a good chunk of time observing these folk music instruments and encouraging the local singing talents. The significance of the factor has been explained by the R11 of the study as: *"In the evening, we are offering a high tea that has local traditional music with folk art and singing with it, and they will have local tea provided so that it is a different kind of engagement that we are doing with regional music instruments like the Santoor and rabab."*

6.2 Artistry and Monumental Attractions

As an important aspect of travel understanding, artistry is the general output of love and desire for beauty in the form of responses and feelings shown by individuals 'towards aesthetic beauty (Clay, 1908). Design, "art with a purpose" (West & Purvis, 1992), acts as a norm to differentiate products and services. A huge role has been played by the heritage sites in the development of internal tourism. It acts as one of the real chances of economic, social, and cultural recovery. These objects help in generating revenue and employment and influence effectively the economics of these cities and other areas.

When we talk about hotels that provide a good glimpse of local art in the form of handcrafted carpets layered in guest rooms, gifting products and artifacts, design elements hanging in the lobby and other public areas, and also have a full range of such tools available while going for shopping around the city. The other important attraction is the heritage architecture comprising mosques, shrines, temples, forts, etc., which adds to the overall exploration of every type of customer visiting any hotel. All these factors are associated with the hotel availabilities and help drastically in engaging and involving a customer. The R1 has supported the statement as *"We recommend them to go out and visit the Mughal Gardens. The Heritage properties with grand architecture like the Friday prayer mosque called the Jamia Masjid, the Dargah Sharif, the Pari Mahal, etc. The best thing is that in comparison to other hotels in the vicinity, our hotel has an ethnic touch of Kashmir in terms of design, with a Kashmiri theme and every room furnished with Kashmiri carpet, i.e., Kaleen. In the Chinara restaurant, there we have placed mud pottery resembling basic Kashmiri art, and the samovar for dispensing Kehwa. So all these things add to the design and help to affect and attract the guests towards the hotel."*

RESULTS AND DISCUSSIONS

The aim of this study was to identify the customer engagement practices used by hotels in UT of Jammu and Kashmir (India). The study identified the following themes, like hotel internal design practices, hotel location offerings/practices, customer-oriented practices, personalized service practices, customer promotional practices, and art and cultural practices, from data reporting and identified them to be used by hotel establishments to enhance their customer satisfaction and repurchase intention. It has been identified that the unique cultural and natural beauty in the form of monuments, traditions, customs, handicrafts, music, and cuisine has been constantly used as a means by hotels to engage customers. Customer engagement practices also take hotel location offerings/practices into consideration, because it has been found in data collection as well as in literature that the external environment contributes a lot towards the engagement of customers in hotels as reported by (Bernard et al., 2020); which is further supported by the findings of the study in terms of prime location, which includes accessibility to airports, bus stands, railway stations, markets, local gardens and attractions, etc.;

scenic beauty; the best air quality around; view photography; etc., hence engaging the customer and helping in the repurchase intention of services and repatronage intent. The climatic offerings contributed immensely to the involvement of customers and have been identified as an important destination attribute for tourism destinations. For example, in the case of beach destinations, climate is either the main tourism resource the data analysis, like seasonal attractions, has indicated the same, like snow sculpture creations, watching tulips bloom in the spring, and chinar leaves falling in autumn, which is associated with the climate offerings and also contributes to the customer engagement in hotels.

Hotel internal design practices as proved by the existing literature (Nobles, 1999); suggested that 'the best way to enhance the hotel operation's appeal and image can be done with the aesthetically approved design of hotel property, which can lend an identity to the business among its customers and visitors. These internal factors have an overarching impact for engrossing customers in a hotel, as evident from the data interpretation, and include easy, approachable service areas within a hotel, which means that customers feel relaxed if the access between different areas of the hotel, like lobby to guest rooms, business center to coffee shop, etc., is helpful. Other hotel design elements, such as handcrafted woodwork like khatam band, which is quite famous in Jammu and Kashmir; thematic lighting in the lobby and lounges; and subtle music backgrounds in public areas of the hotel, which give a distinctive identity to that hotel, will engage customers for long and compel them to visit the hotel for its unique features in terms of unique design.

The nature of loyalty programs, from being entirely transaction-oriented, is changing towards amalgamated systems that surely assist in comprising and maintaining customer relationships (Bijmolt & Verhoef, 2017). The trend of such programs has become very well-liked in the current era to boost loyalty among the engaged customers and uphold engagement behaviors (Berry, 2015). The customer promotional practices that have been evident from the current study were in; it has been recommended that various loyalty programs, incentive programs, coupon offerings, room upgrades without charging extra, etc., bring in a sense of belongingness among customers for the respective hotel. Such practices prepare the hotels for low business periods by reaching out to closely related customers carrying memberships and offering them coupons.

The behavior that arises in all interactions aimed at enabling a customer to feel he/she is receiving individual attention is personalization (Surprenant & Solomon, 1987). So, a customer expects personalized care. It has also been confirmed that customer experience is deeply affected by the amalgam of informatization, interaction, and personalization (Jeong & Shin, 2019). Thus, offering more appropriate products and services that fulfill the basic wants and desires of the customer. This way, a company can get more connected with the customer. As the data from the current study suggests that a customer feels overwhelmed when approached by guest relationship executives in the front office. They easily open up about their needs and expectations from the hotel. The feedback during or at the end of service consumption, like feedback about food and service in the restaurant by service personnel, will be a boosting factor and ensures a more preference-oriented product towards the customer. The current study has identified some important preference-oriented practices, which are only possible when we build a cordial relationship with the customer. An eager audience among tourists who like arts and crafts, mainly handicrafts, has been attracted over the last two centuries, and they are sure that the unique elements of their travel experience are these articles believed to be souvenirs. So, for centuries, the uniqueness of artistry has assisted the hotel marketing plan (West & Purvis, 1992); leading to increased revenue and more occupied rooms (Countryman & Jang, 2006). Thus, the art in the form of handicrafts, local food, apparel, customs, traditions, cultural uniqueness, and historical remarks in the form of heritage sites, forts, mosques, and temples available around the hotel will attract the customers for a long time.

CONCLUSION

The study aims to identify the customer engagement practices used by hotels in Jammu and Kashmir. For the same, hotel Executives/ Managers were contacted for data collection. A checklist has been developed based on which, an in depth Interview was conducted to come to know the existing customer engagement practices adopted by these hotels in view of hotel's location, hotel design and personalized services offered by the hotel. Qualitative approach based on the thematic analysis method was adopted. After compiling the data received through interviews, the data analysis has been done by coding method where in different themes has been created based on open coding, axial coding and selective coding.

The final outcome of the analysis has brought six basic themes in terms of customer engagement practices followed by hotels which include (a) hotel internal design, (b) hotel location offerings/ practices, (c) customer-oriented practices, (d) personalized service practices, (e) customer promotional practices and (f) Art and Cultural Practices. The above mentioned practices adds to the existing literature conducted with substantial service or online foci (Grewal et al., 2017; Hollebeek & Andreassen, 2018). For instance, published work has addressed CE in virtual brand communities (Islam et al., 2018); with respect to hedonic vs. Utilitarian brands (Hollebeek, 2013); fashion (Islam & Rahman, 2017); and mobile phone service providers (Leckie et al., 2016); brand trust (So et al., 2014); brand commitment (Rather et al., 2016); brand loyalty (Brodie et al., 2011); customer engagement behaviors (Sprott et al., 2009); co-creation and value creation Saha et al., 2022.

Thus the kind of factors like hotel location, hotel design and personalized services offered by the hotel taken into consideration for this study helps to identify more customer engagement practices. The identified practices also act as a guide for the hotel operators so that maximum utilization of resources can be ensured in terms of accessibility and availability with respect to hotel location, hotel design and personalized service offered by the hotel.

It make imperative for the hotels to take keen interest while designing the hotel at the forefront, have friendly approachable service areas, thematic lighting and soothing environs etc. Hotels must also have a complete mechanism for learning and development of service personnel's so that they can anticipate the needs of the guest and offer personalized services. The outer atmospheric elements which include location, view, and activities in the surrounding areas should be well planned and utilized to make sure that customers are well engaged and immersed.

Author Contributions: Conceptualization, D.S.A., A.M. and N.A.H.; methodology, D.S.A. and S.D.; software, D.S.A., S.P. and A.M.; validation, N.A.H. and S.D.; formal analysis, D.S.A., A.M. and S.D.; investigation, D.S.A. and S.P.; data curation, V.G. and H.G.; writing - original draft preparation, M.S.I. and M.S.I.; writing - review and editing, N.A.H. and S.D.; visualization, D.S.A. and N.A.H.; supervision, N.A.H.; project administration, D.S.A. All authors have read and agreed to the published version of the manuscript. AHN is Corresponding Author.

Funding: Not applicable.

Institutional Review Board Statement: Not applicable.

Informed Consent Statement: Not applicable.

Data Availability Statement: The data presented in this study may be obtained on request from the corresponding author.

Acknowledgements: It has been a long enlightening, extensive and wonderful journey to plan the experiment and pen down this research article. There have been contributions from different personalities like academicians, intellectuals, practitioners and friends who have walked alongside with me during this journey. I intend to express sincere thanks to all my well-wishers who offered self-less support during this process. I take this opportunity to express deep sense of indebtedness to all the respected reviewers for their valuable comments and suggestions. I would like to thank the journal Editors for their timely feedback and incredible support.

Conflicts of Interest: The authors declare no conflict of interest.

REFERENCES

- Ahn, J., & Back, K. J. (2018). Antecedents and consequences of customer brand engagement in integrated resorts. *International Journal of Hospitality Management*, 75, 144–152. <https://doi.org/10.1016/j.ijhm.2018.05.020>
- Baumöl, U., Hollebeek, L., & Jung, R. (2016). Dynamics of customer interaction on social media platforms. *Electronic Markets*, 26(3), 199–202. <https://doi.org/10.1007/s12525-016-0227-0>
- Berry, W. (2015). *The unsettling of America: Culture & agriculture*. Catapult.
- Bernard, I., Limonta, D., Mahal, L. K., & Hobman, T. C. (2020). Endothelium infection and dysregulation by SARS-CoV-2: evidence and caveats in COVID-19. *Viruses*, 13(1), 29.
- Bowden, J. L. H. (2009). The process of customer engagement: A conceptual framework. *Journal of marketing theory and practice*, 17(1), 63–74. <https://doi.org/10.2753/MTP1069-6679170105>
- Bijmolt, T. H., & Verhoef, P. C. (2017). Loyalty programs: Current insights, research challenges, and emerging trends. *Handbook of marketing decision models*, 143–165. https://doi.org/10.1007/978-3-319-56941-3_5
- Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of marketing*, 56(2), 57–71. <https://doi.org/10.1177/002224299205600205>
- Brodie, R. J., Hollebeek, L. D., Juric, B., & Ilic, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of service research*, 14(3), 252–271. <https://doi.org/10.1177/1094670511411703>
- Bryce, D., Curran, R., O'Gorman, K., & Taheri, B. (2015). Visitors' engagement and authenticity: Japanese heritage consumption. *Tourism management*, 46, 571–581. <https://doi.org/10.1016/j.tourman.2014.08.012>
- Choi, H., & Kandampully, J. (2019). The effect of atmosphere on customer engagement in upscale hotels: An application of SOR paradigm. *International Journal of Hospitality Management*, 77, 40–50.
- Chaudhary, M., & Islam, N. U. (2020). Influence of destination attractiveness on tourist satisfaction and future travel intentions: a study of Kashmir valley. *Journal of Tourism*, 21(1), 13–28.
- Clay, F. (1908). The origin of the aesthetic emotion. *Sammelbände der Internationalen Musikgesellschaft*, 9(H. 2), 282–290. <https://www.jstor.org/stable/929289>
- Countryman, C. C., & Jang, S. (2006). The effects of atmospheric elements on customer impression: the case of hotel lobbies. *International Journal of Contemporary Hospitality Management*, 18(7), 534–54. <https://doi.org/10.1108/09596110610702968>
- Dada, Z. A., Najjar, A. H., & Gupta, S. K. (2022). Pro-Poor Tourism as an Antecedent of Poverty Alleviation: An Assessment of the Local Community Perception. *International Journal of Hospitality & Tourism Systems*, 15(1).
- Dessart, L. (2017). Social media engagement: a model of antecedents and relational outcomes. *Journal of Marketing Management*, 33(5–6), 375–399. <https://doi.org/10.1080/0267257X.2017.1302975>
- Dessart, L. (2018). Do ads that tell a story always perform better? The role of character identification and character type in storytelling ads. *International Journal of Research in Marketing*, 35(2), 289–304. <https://doi.org/10.1016/j.ijresmar.2017.12.009>
- Eiseman, L. (1998). *Colors for your every mood: Discover your true decorating colors*. Capital Books.
- Falk, J., & Storksdieck, M. (2005). Using the contextual model of learning to understand visitor learning from a science center exhibition. *Science Education*, 89(5), 744–778.
- Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of consumer research*, 31(2), 296–312. <https://doi.org/10.1086/422109>
- Grewal, D., Roggeveen, A. L., & Nordfält, J. (2017). The future of retailing. *Journal of retailing*, 93(1), 1–6. <https://doi.org/10.1016/j.jretai.2016.12.008>
- Hasanein, A., & Ayad, T. (2025). Hospitality goes green: The role of employee environmental engagement in the relationship between green csr and environmental performance. *Geojournal of Tourism and Geosites*, 62(4), 2043–2052. <https://doi.org/10.30892/etg.62404-1570>
- Hapsari, R., Clemes, M. D., & Dean, D. (2017). The impact of service quality, customer engagement and selected marketing constructs on airline passenger loyalty. *International Journal of Quality and Service Sciences*, 9(1), 21–40. <https://doi.org/10.1108/IJQSS-07-2016-0048>
- Heide, M., & Grønhaug, K. (2009). Key factors in guests' perception of hotel atmosphere. *Cornell Hospitality Quarterly*, 50(1), 29–43. <https://doi.org/10.1177/1938965508328420>
- Hollebeek, L. (2011). Exploring customer brand engagement: definition and themes. *Journal of strategic Marketing*, 19(7), 555–573. <https://doi.org/10.1177/1094670511411703>
- Hollebeek, L. D. (2013). The customer engagement/value interface: An exploratory investigation. *Australasian marketing journal*, 21(1), 17–24. <https://doi.org/10.1016/j.ausmj.2012.08.006>
- Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. *Journal of interactive marketing*, 28(2), 149–165. <https://doi.org/10.1016/j.intmar.2013.12.002>

- Hollebeek, L. D., & Chen, T. (2014). Exploring positively-versus negatively-valenced brand engagement: a conceptual model. *Journal of Product & Brand Management*, 23(1), 62-74. <https://doi.org/10.1108/JPBM-06-2013-0332>
- Hollebeek, L. D., Conduit, J., Sweeney, J., Soutar, G., Karpen, I. O., Jarvis, W., & Chen, T. (2016). Epilogue to the special issue and reflections on the future of engagement research. *Journal of Marketing Management*, 32(5-6), 586-594. <https://doi.org/10.1080/0267257X.2016.1144340>
- Hollebeek, L. D., & Andreassen, T. W. (2018). The SD logic-informed "hamburger" model of service innovation and its implications for engagement and value. *Journal of Services Marketing*, 32(1), 1-7. <https://doi.org/10.1108/JSM-11-2017-0389>
- Islam, J. U., & Rahman, Z. (2016). The transpiring journey of customer engagement research in marketing: A systematic review of the past decade. *Management Decision*, 54(8), 2008-2034. <https://doi.org/10.1108/MD-01-2016-0028>
- Islam, J. U., & Rahman, Z. (2017). Awareness and willingness towards Islamic banking among Muslims: An Indian perspective. *International Journal of Islamic and Middle Eastern Finance and Management*, 10(1), 92-101. <https://doi.org/10.1108/IMEFM-01-2016-0017>
- Jeong, I., & Shin, S. J. (2019). High-performance work practices and organizational creativity during organizational change: a collective learning perspective. *Journal of Management*, 45(3), 909-925. <https://doi.org/10.1177/0149206316685156>
- Johnson, M. D., & Selnes, F. (2004). Customer portfolio management: Toward a dynamic theory of exchange relationships. *Journal of marketing*, 68(2), 1-17. <https://doi.org/10.1509/jmkg.68.2.1.27786>
- Kumar, V., Rajan, B., Gupta, S., & Pozza, I. D. (2019). Customer engagement in service. *Journal of the Academy of Marketing Science*, 47(1), 138-160. <https://doi.org/10.1007/s11747-017-0565-2>
- Leckie, C., Nyadzayo, M. W., & Johnson, L. W. (2016). Antecedents of consumer brand engagement and brand loyalty. *Journal of Marketing Management*, 32(5-6), 558-578. <https://doi.org/10.1080/0267257X.2015.1131735>
- Leckie, G. (2018). Avoiding bias when estimating the consistency and stability of value-added school effects. *Journal of Educational and Behavioral Statistics*, 43(4), 440-468. <https://doi.org/10.3102/1076998618755351>
- Loureiro, S. M. C., & Sarmento, E. M. (2018). Enhancing brand equity through emotions and experience: the banking sector. *International Journal of Bank Marketing*, 36(5), 868-883. <https://doi.org/10.1108/IJBM-03-2017-0061>
- MacCannell, D. (1973). Staged authenticity: Arrangements of social space in tourist settings. *American journal of Sociology*, 79(3), 589-603.
- Mattila, A. S., & Wirtz, J. (2001). Congruency of scent and music as a driver of in-store evaluations and behavior. *Journal of retailing*, 77(2), 273-289. [https://doi.org/10.1016/S0022-4359\(01\)00042-2](https://doi.org/10.1016/S0022-4359(01)00042-2)
- Molleda, J. C. (2010). Authenticity and the construct's dimensions in public relations and communication research. *Journal of communication management*, 14(3), 223-236. <https://doi.org/10.1108/13632541011064508>
- Najar, A. H., & Bukhari, S. A. (2017). Gap analysis in hospitality education and industrial requirements. *International Journal of Engineering and Management Research*, 7(4), 170-173.
- Nobles, C. H. (1999). The eclectic roots of strategy implementation research. *Journal of business research*, 45(2), 119-134.
- Kotler, P. (1973). Atmospherics as a marketing tool. *Journal of retailing*, 49(4), 48-64.
- Phillips, R. B., & Steiner, C. (1999). Art, Authenticity, and Baggage. *Unpacking culture: Art and commodity in colonial and postcolonial worlds*, 3-19.
- Rather, R. A. (2018). Investigating the impact of customer brand identification on hospitality brand loyalty: A social identity perspective. *Journal of Hospitality Marketing & Management*, 27(5), 487-513. <https://doi.org/10.1080/19368623.2018.1404539>
- Rather, R. A., Tehseen, S., & Parrey, S. H. (2018). Promoting customer brand engagement and brand loyalty through customer brand identification and value congruity. *Spanish Journal of Marketing-ESIC*, 22(3), 319-337. <https://doi.org/10.1108/SJME-06-2018-0030>
- Reimer, A., & Kuehn, R. (2005). The impact of servicescape on quality perception. *European Journal of marketing*, 39(7/8), 785-808. <https://doi.org/10.1108/03090560510601761>
- Rosenbaum, M. S., & Massiah, C. (2011). An expanded servicescape perspective. *Journal of service management*, 22(4), 471-490. <https://doi.org/10.1108/09564231111155088>
- Saha, V., Goyal, P., & Jebarajakirthy, C. (2022). Value co-creation: a review of literature and future research agenda. *Journal of Business & Industrial Marketing*, 37(3), 612-628.
- Shiri, J., Sadraddini, A. A., Nazemi, A. H., Kisi, O., Landaras, G., Fard, A. F., & Marti, P. (2014). Generalizability of gene expression programming-based approaches for estimating daily reference evapotranspiration in coastal stations. *Iran. Journal of hydrology*, 508, 1-11.
- So, K. K. F., King, C., & Sparks, B. (2014). Customer engagement with tourism brands: Scale development and validation. *Journal of Hospitality & Tourism Research*, 38(3), 304-329. <https://doi.org/10.1177/1096348012451456>
- So, K. K. F., & Li, X. (2020). Customer engagement in hospitality and tourism services. *Journal of Hospitality & Tourism Research*, 44(2), 171-177. <https://doi.org/10.1177/1096348019900010>
- Spangenberg, E. R., Grohmann, B., & Sprott, D. E. (2005). It's beginning to smell (and sound) a lot like Christmas: the interactive effects of ambient scent and music in a retail setting. *Journal of business research*, 58(11), 1583-1589. <https://doi.org/10.1016/j.jbusres.2004.09.005> Get rights and content
- Surprenant, C. F., & Solomon, M. R. (1987). Predictability and personalization in the service encounter. *Journal of marketing*, 51(2), 86-96. <https://doi.org/10.1177/002224298705100207>
- Taheri, B., Jafari, A., & O'Gorman, K. (2014). Keeping your audience: Presenting a visitor engagement scale. *Tourism management*, 42, 321-329. <https://doi.org/10.1016/j.tourman.2013.12.011>
- Taheri, B., Jafari, A., & O'Gorman, K. (2014). Keeping your audience: Presenting a visitor engagement scale. *Tourism management*, 42, 321-329. <https://doi.org/10.1016/j.tourman.2013.12.011>
- Turley, L. W., & Milliman, R. E. (2000). Atmospheric effects on shopping behavior: a review of the experimental evidence. *Journal of business research*, 49(2), 193-211. [https://doi.org/10.1016/S0148-2963\(99\)00010-7](https://doi.org/10.1016/S0148-2963(99)00010-7)
- Wakefield, K. L., Blodgett, J. G., & Sloan, H. J. (1996). Measurement and management of the sportscape. *Journal of Sport Management*, 10(1), 15-31.
- West, A., & Purvis, E. (1992). Hotel design: The need to develop a strategic approach. *International Journal of Contemporary Hospitality Management*, 4(1). <https://doi.org/10.1108/09596119210007938>
- West, A., & Purvis, E. (1992). Hotel design: The need to develop a strategic approach. *International Journal of Contemporary Hospitality Management*, 4(1). <https://doi.org/10.1108/09596119210007938>
- Wei, W., Miao, L., & Huang, Z. J. (2013). Customer engagement behaviors and hotel responses. *International Journal of Hospitality Management*, 33, 316-330. <https://doi.org/10.1016/j.ijhm.2012.10.002>
- Wu, M., Tahir, H.B.M., & Padil, M.N. (2025). Designing effective signage systems for Tibet's Potala palace: A mixed method approach to enhancing tourist experience. *Geojournal of Tourism and Geosites*, 61(3), 1408-1419. <https://doi.org/10.30892/gtg.61301-1511>
- Vargo, S. L., & Lusch, R. F. (2004). The four service marketing myths: remnants of a goods-based, manufacturing model. *Journal of service research*, 6(4), 324-335. <https://doi.org/10.1177/1094670503262946>
- Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: an extension and update of service-dominant logic. *Journal of the Academy of marketing Science*, 44(1), 5-23. <https://doi.org/10.1007/s11747-015-0456-3>