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# STUDY THE IMPACT OF CUSTOMER EXPERIENCE TO LOYALTY AT HOTELS IN VIETNAM

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Today, customer experience (CX) is an important topic that many researchers and business managers are interested in. CX plays a role in determining post-consumer behavior through customer satisfaction with products and services. The positive experience of the service will make the image of business grow, thus impacting on customer loyalty. Also, it will make customers trust, availability of communication products, services and brands go further and reused at a later time.

The objective of the study is to determine the impact of CX on loyalty in hotels in Vietnam. The article is based on the inheritance of secondary data, the study of a number of specialists, administrators. Data of the study were collected from 420 customers who have been using the service in the 4 and 5 star hotel segment. Cronbach's Alpha test methods, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), linear structure analysis (SEM) were used in this study. The research results show three factors that affect customer satisfaction, of which the service environment is the strongest, then the service provider and finally the product and service. Satisfaction also acts in the same direction and is really meaningful to the customer's loyalty.

**Keywords:** Customer experience, satisfaction, loyalty.

## 1. Introduction

The emergence and explosion of new accommodation models in recent times has markedly changed the perception and consumer behavior of customers regarding the choice of accommodation facilities. So, the competition is not limited to just hotels but also between hotels and other options. Currently, customers are connecting with brands through channels ranging, from both hotels and online booking sites (OTA). That is why personalized service is the ultimate goal that all the hotels aim towards. The hotel's marketing team needs to harness insights into action from multiple data channels to create engaging and relevant communication with guests. The more personalized the experience, the more satisfied the customers will be, customer satisfaction is not only customers buy more but also they will be a loyal customer, and perhaps even more importantly, become a brand advocate of the hotel.

For the hotel industry in Vietnam, the competition between hotels does not limit to price and quality but is gradually turning to competition for experience before, during and after the use of services. To be successful in competition, hotel executives need to think about selling experience instead of selling rooms. If hotel executives do that will help the hotel become different and stand out from the competition. Personalizing the customer experience in each service will contribute to increasing satisfaction and return of visitors.

There is no one general answer to the success of the hotel business. It all depends on the creativity, customer base and the business model of each hotel. Doing so requires hotels to understand the impact of service experience on customer loyalty, thereby having policies to build a better service experience to attract and retain guests.

From the above analysis, the article "Study the Impact of Customer Experience to Loyalty at Hotels

in Vietnam" is really necessary. This study aims to review the impact of these factors before and while using the service to act after use through customer satisfaction. From there, the hotel will have useful information, in order to optimize the service experience, to create a bond between customers and the hotel. Then the customer is also the object to benefit directly from this issue.

## 2. Overview and research model of customer experience impact on loyalty

### 2.1. Study overview

CX is currently playing a very important, even the most important role in the success of any business. There has been a lot of research that deals with knowledge of CX, how it plays a role in business and who is in charge of building the experience. In the world, researchers have confirmed that the difference in prices, products and services is no longer a sustainable competitive strategy of businesses but a "customer experience" is a new strategy in making a "difference" (Shaw & Ivens, 2002). CX has become a new trend in the service economy and an important business innovation (Voss & Fellow, 2004). CX has become an integral part of the business, using customer experience to create value called the "experience economy" (Pine & Gilmore, 1999). Investing in CX will help the company create and maintain loyal customers, these loyal customers will become supporters for the company and generate annual revenue for the company (Responsetek, 2010).

Erna Andajani (2015), "*Understanding Customer Experience Management in Retailing*", Universitas Surabaya, Raya Kalirungkut street, Surabaya, Indonesia. In this study, the author pointed out that: The consumer experience with the company is natural and multi-dimensional, the consumer experience involves a person at different levels both physically and psychologically, consumer experience related to a brand is personal and unique. The study has developed a set of criteria to evaluate customer experience affecting satisfaction and loyalty including: service environment, benefits of products and services, convenient location, and ability to continue, utilities and staff attitude. The results of the study show that there is a positive impact of the criteria on customer experience both before, during

and after the purchase to customer satisfaction and loyalty to the brand of the business.

Imran Khana, Ruchi Jain Gargb, Zillur Rahmanc (2015), "*Customer Service Experience in Hotel Operations: An Empirical Analysis*", India. This study provides an understanding of the quality of customer experience in hotel operations. Researchers have done through learning about the customer experience and examine its impact on customer satisfaction, brand loyalty and word of mouth in the hospitality industry. The factors proposed by the authors include: peace of mind in using the service, the truth in the time of providing the service, the service results and the quality of product experience. The results show that there is a significant influence of CX on customer satisfaction. Customer satisfaction affects both brand loyalty and word of mouth, and the indirect effect of customer satisfaction on word of mouth through brand loyalty is stronger. In general, this study extends the ability to apply a customer experience quality scale in hotel operations, which makes marketers think about different points of contact during guest interaction with hotel brand.

In Vietnam market, there are many authors, researchers as well as seminars held to study the foundation of developing CX management. Typically in November 2018, SES Vietnam Exhibition Services Co., Ltd. cooperated with Vietnam Hotel Association to hold a seminar on "*Customer experience management in hotel services*". This is an event within the framework of the first Exhibition and Conference on food, hotels, restaurants, drinks and service taking place in Hanoi. At the seminar, researchers pointed out that the hotel business landscape in Vietnam is currently undergoing major changes from inside and outside, requiring hotel managers to constantly change and innovate to improve service quality, care and understand customers, in order to improve the competitiveness of their own businesses. Speakers from big hotel groups around the world shared and discussed about CX management in hotel business, CX management from understanding customer data, and applying technology in management.

Most recently, in April 2019, VSMCamp (National Sales & Marketing Congress) and

CSMOSummit (Sales & Marketing Executive Summit) held a seminar with the theme "MIRACLE X-customer experience in digital age". The seminar updated innovations, new perspectives and different perspectives on CX through presentations, discussions and many technology demonstrations. More specifically, the seminar was attended by more than 40 speakers who are sales and marketing directors from multinational corporations and leading companies in Vietnam. They have brought valuable lessons about CX such as: CX under RCC lens; Building CX according to Japanese Omotenashi philosophy; Handshake between social networking platforms and e-commerce to personalize CoX; Building corporate culture associated with CX or the encounter of strategic thinking and design thinking in the race towards creating CX. The above studies have mentioned some theoretical as well as practical aspects of CX. However, in the hotel business market in Vietnam, the research just stops at the study of the role and importance of CX in the business of the hotel. Therefore, studying the impact of CX is the gap that previous studies have not mentioned, so the research problem of the article becomes more and more urgent in theory and practice.

## 2.2. Model of research on the impact of customer experience on loyalty

### 2.2.1. Concepts

#### Concept of customer experience

Based on the literature review, the concept of CX is considered from many different angles, in detail as follows:

- From the perspective of experience as the interaction between customers and suppliers, Pine and Gilmore (1999) said: "CX is the sum of all experiences that a customer has in relation with supplier of goods and services during the process where the two parties have a relationship of buying and selling goods". Supporting this view, Shaw and Ivens (2002) stated, "CX is the direct interaction between an individual and an organization. CX is the emotional state to get as a result of these interactions and measured continuously during interaction".

Another view on CX is that "CX is the expected distance between the level of experience that customers think they achieve and the level they achieve" (Millar, 2006). Respnstek (2010) is also

the same point with Millar (2006) when making management point CX "is to narrow the gap between what the customer receives, and the expectations of our customers".

- From the perspective of CX as impressive, Carbone and Haeckel (1994) have defined "experience as an impression formed when a customer comes into contact with a product, service or business, which is also a type of human awareness".

Thus, each different perspective on CX will have different perspectives but in general, CX is characterized by interaction, participation, complete integration into certain events of the supplier. At the same level of engagement but the customers are more aware of what they engage in, they will have better experiences than others. At that time, CX is understood as the positive or negative emotional state that customers achieve when customers interact with the products, services and people of the supplier.

#### Concept of satisfaction

Kotler (2000), "satisfaction is determined on the basis of a comparison between customer expectations and what customers receive from suppliers". Comparison is considered on three levels: if the results are less than expected, customers will feel not satisfied; If the results are as expected, customers will be satisfied; If the results get more than expected, customers will be very satisfied and interested.

Zeithaml & Bitner (2000) stated that "customer satisfaction is affected by many factors such as product quality, service quality, price, situational factors, personal factors".

#### Concept of loyalty

Loyalty is defined by Chaudhuri (1999) as "a commitment to purchase or reuse of a favorite product / service" and "to prioritize the purchase of a particular product in the future" (Yoo et al., 2000).

The majority of researchers affirm that loyalty is divided into two parts, that is behavior and attitudes (Jacoby and Chesnet, 1978). In this study, the author is based on the definition of Bloemer et al. (1998) in the service sector: Loyalty is "intention (not random), responsive behavior (coming back again), Currently, when making some decisions for a hotel in a system of hotels. It is a function of psychology

(decision making and evaluation) that leads to brand commitment.”

2.2.2. Measure customer experience

CX is the entire customer experience during the purchase process as well as before and after the purchase. Research on CX is developed in different industries, but research on CX in the service industry is the most developed. Businesses, organizations and customers play an important role in creating a customer experience in the service. Therefore, CX measurement is a topic that has been studied by many authors, the CX measurement variables of some authors are described in Table 1:

2.2.3. Recommended study models on the impacts of CX on customer loyalty in the hotel business

The context of the hotel business in Vietnam is currently undergoing major changes from the inside and outside, requiring hotel managers to constantly change and innovate to improve service quality, care and understanding customer, to improve the competitiveness of their own businesses. In addition, customers have personalized requirements for the activities in the tourism industry in general and for the accommodation sector in particular. The accommodation facilities not only must ensure the highest standards of style, but also must be able to meet the needs of individual experience by hetero-

Table 1: Summary of factors measuring customer experience

Number	Method measure	Author/year	Content	scale
1	CEI (Customer experience index)	Kim and et al 2011	Developing the concept of a customer experience index (CEI) scale by qualitative and quantitative research, the CEI scale is based on a general service delivery system, not tied to an industry or an business specific	Ambience, profitability, convenience, accessibility, product and service usefulness, stimulation.
2	CE (Customer experience)	Gentile et al, 2007	Customer experiences are created as a contribution of customer value and the company itself. Customer value mentioned is economic and entertainment value.	Sense, awareness, practice, Staff style, relationship.
3	EM (Experiential Marketing)	Schmitt, 1999	The marketing experience (EM) that customers gain is stimulating the five senses (feelings, creative thinking, activities, behaviors and interactions with others, social relationships) through their efforts in marketing activities before and after the purchase of the business.	Consciousness, feelings, thoughts, actions, relationships in treatment.

Source: Summary of the author

geneous clients in all processes. Therefore, customer experience in hotel services is considered the key to deciding the competitiveness of each hotel in the business market.

By reviewing documents, researching and reviewing some research papers and evaluation scales in Table 1, The research model proposed the impact of CX on customer loyalty in the hotel business is built according to Figure 1 and described in Table 2 below:

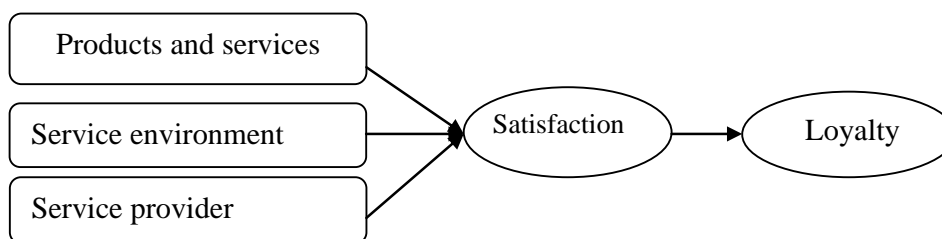


Figure 1: Model of impact studies of CX to customer loyalty

In the research of hotel services, components of products and services such as the diversity of prod-





**Table 2:** Composition of the scales in the research model

Number	factor	Symbol	Scales	Source cited
1	Products and services	PS1	The variety of products and services	Imran Khana, Ruchi Jain Gargb, Zillur Rahmanc (2015), Kim et al, (2011), Carbone and Haeckel (1994)
		PS2	Availability of supply	Gentile et al, (2007), Imran Khana, Ruchi Jain Gargb, Zillur Rahmanc (2015),Pine and Gilmore (1999)
		PS3	Price of products and services	Kim et al, (2011), Gilmore, J.H. & Pine, B.J. (2002), Carbone and Haeckel (1994)
		PS4	The promotions, discounts	Gilmore, J.H. & Pine, B.J. (2002), Puccinelli, M.N., Goodstein, C.R., Grewal, D., Price, R., Raghubir, P. & Stewart, D. (2009), Luu Tien Thuan and Tran Thu Van (2014)
2	Service environment	EN1	Space designed around the hotel environment	Kim et al, (2011), Gentile et al, (2007), Schmitt, (1999), Pine and Gilmore (1999), Luu Tien Thuan and Tran Thu Van (2014)
		EN2	Utility infrastructure	Yuan, Y.- H. E. & Wu, C.K. (2008), Kim el al, (2011), Tran Hieu Nghia, Nguyen Thi Ngoc Anh, Tran Van Trong, (2019)
		EN3	Signs, symbols convey information	Kim et al, (2011), Gentile et al, (2007), Schmitt, (1999)
3	Service provider	PP1	Quick response	Kim et al, (2011), Gentile et al, (2007), Schmitt, (1999),
		PP2	Ability to handle situations	Kim et al, (2011), Schmitt, (1999), Erna Andajani (2015), Luu Tien Thuan and Tran Thu Van (2014), Tran Hieu Nghia, Nguyen Thi Ngoc Anh, Tran Van Trong(2019)
		PP3	Sympathy with the customer	Schmitt, (1999), Gentile et al, (2007), Tran Hieu Nghia, Nguyen Thi Ngoc Anh, Tran Van Trong (2019)
		PP4	Friendly attitude, polite	Schmitt, (1999), Gentile andet al,(2007), Tran Hieu Nghia, Nguyen Thi Ngoc Anh, Tran Van Trong (2019)
4	Satisfaction	ST1	Overall satisfaction level	Kim et al, (2011), Gentile et al, (2007), Schmitt, (1999), Erna Andajani (2015)
		ST2	Satisfied than competitors	Kotler (2000), Imran Khana, Ruchi Jain Gargb, Zillur Rahmanc (2015), Schmitt, (1999), Yuan, Y.- H. E. & Wu, C.K. (2008), Tran Hieu Nghia, Nguyen Thi Ngoc Anh, Tran Van Trong (2019)
		ST3	Selection of the hotel is the right decision	Imran Khana, Ruchi Jain Gargb, Zillur Rahmanc (2015), Schmitt, (1999), Yuan, Y.-H. E. & Wu, C.K. (2008), Berry, Leonard L., Carbone, Lewis P. & Haeckel, Stephan H. ( 2002), Luu Tien Thuan and Tran Thu Van (2014)
5	Loyalty	LY1	Intent to buy repeat	Berry, Leonard L., Carbone, Lewis P. & Haeckel, Stephan H. (2002), Erna Andajani (2015), Luu Tien Thuan and Tran Thu Van (2014), Tran Hieu Nghia, Nguyen Thi Ngoc Anh, Tran Van Trong (2019)
		LY2	Ready to introduce to others	Chaudhuri (1999), Yoo andet al., (2000).Berry, Leonard L., Carbone, Lewis P. & Haeckel, Stephan H. ( 2002), Tran Hieu Nghia, Nguyen Thi Ngoc Anh, Tran Van Trong (2019)
		LY3	Considering the hotel is only option	Imran Khana, Ruchi Jain Gargb, Zillur Rahmanc (2015), Schmitt, (1999), Yuan, Y.-H. E. & Wu, C.K. (2008).

Source: Summary of the author

ucts and services, the availability of supplies, prices... are considered as indirect factors affecting loyalty through the mediating factor is satisfaction (Bloemer, 1998; Osman Mahamad et al., 2010). In addition, satisfaction also acts as an intermediary variable in the relationship between environmental factors and employee behavior and loyalty (Bloemer, 1998). Much of the current research focuses on the premise of satisfaction leads to loyalty. On this basis, this study also proposes a model where satisfaction plays a mediating factor between products, services, environment and service provider and loyalty. At the same time, prefix satisfaction directly affects loyalty.

Relationship between satisfaction and loyalty: Bloemer (1998) found that the level of customer satisfaction when interacting at a hotel sometimes "hand in hand" with the hotel guests.

However, the main point behind satisfaction - loyalty studies is that satisfied consumers are more loyal than unsatisfied consumers (Oliver, 1997).

### 3. Research method

#### 3.1. Data collection methods

- Secondary data collected includes monographs, scientific research topics, scientific articles, magazines related to customer experience knowledge. Source statistics are aggregated from the Department of Culture, Sports and Tourism in Hanoi, General Department of Tourism, reported service sector survey by Grant Thornton 2018 hotels and 2019.

- Primary data source is implemented through survey method. Study to implement convenient non-probability sampling method in combination with germinal sampling. Data collected by the survey via questionnaire with 420 people are customers who have used the service of 4 -5 star hotels.

In EFA, the sample size is usually 5 times the number of observed variables (according to Hair et al., 2006). In this study, the number of observed variables is 17. Therefore the minimum sample size for EFA analysis must be equal to 85, the higher the number of observations, the higher the accuracy of the model. The main data analysis method used for

this study is the SEM model. According to Barret (2007), the sample size for SEM is at least 200 observations. Therefore, the 420 observed sample size was selected in accordance with the analytical methods used in the study.

*The questionnaire was surveyed in two forms:*

- Direct survey of the author and through the support of the students of Hotel - Tourism Department are practicing and working at 4 - 5 star hotels.

**Table 3:** Description of survey sample

Hotel standard	Number of votes issued	Number of votes collected
4 star	180	173
5 star	240	227
Total	420	400

- Survey via questionnaire designed as google docs and sent to customers.

Results: With a total of 420 votes issued, collecting 400 votes, 95.2%, with 173 votes for 4star hotels and 227 for 5 star hotels.

Characteristics of survey sample: Respondents in the study are from 26 to 60 years old (average about 33 years old), who are in working age. The percentage of men and women is 46.1% and 53.9% respectively, customers use the service almost no difference in gender. In terms of income, the respondent group has income from 15 - 20 million, accounting for over 55%, followed by income greater than 20 million at the rate of 24.8%.

#### 3.2. Data analysis method

The study used linear structural model analysis (SEM) techniques to estimate regression coefficients and test initial research hypotheses.

Hypothesis H1: There is a positive and significant impact of products and services on customer satisfaction.

Hypothesis H2: There is a positive and significant impact of the service environment on customer satisfaction.

Hypothesis H3: There is a positive and statistically significant impact of service providers on customer satisfaction.

Hypothesis H4: There is a positive and statistically significant impact of service satisfaction on customer loyalty.



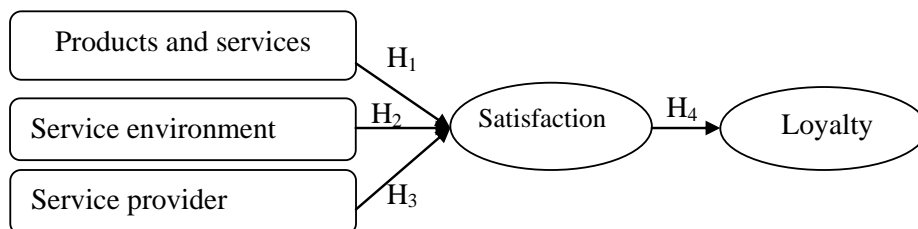


Figure 2: CX's impact model on customer loyalty at hotels in Vietnam

4. Research results of customer experience on customer loyalty at 4 - 5 star hotels in Hanoi

4.1. Overview of the 4-5 star hotel market in Vietnam

According to Grant Thornton Vietnam's Hotel Services industry survey in 2019, Vietnam's tourism industry continued to grow in 2018 but tended to slow down compared to 2017. The number of international visitors reached 15, 5 million visitors, equivalent to a growth rate of 19.9% slower than the increase of 29.1% in 2017. The number of domestic tourists increased by 9.3% and reached 80 million visitors in 2018.

According to statistics of the Vietnam National Administration of Tourism, in 2018, there were 2,400 new accommodation establishments in operation, including 83 registered accommodation establishments rated from 3 to 5 stars. In 83 newly registered establishments, equivalent to 22,419 rooms, there are 17 5 star hotels (17,366 rooms) and 15 4 star hotels, equivalent to 2,990 rooms. These newly launched hotels include brands already operating in Vietnam, new brands or even new managers in the market.

The 4 - 5 star hotel market segment is currently operating well with a capacity of 82%, the average room rate (RevPAR- Revenue Per Available Room) 142 USD per room per night.

According to the Hotel Services industry survey in 2019 on hotel room rates, 5 - star hotel room rates continued to increase at 4.1%, 4 - star hotel room rates fell at 2.3%. Room prices in the North and the South continued to increase, but were lower than in

2017, with the South having the highest rate of 2.7%, followed by the North at 1.7%. Room rates in the Central region, by contrast, decreased slightly at 1.0%.

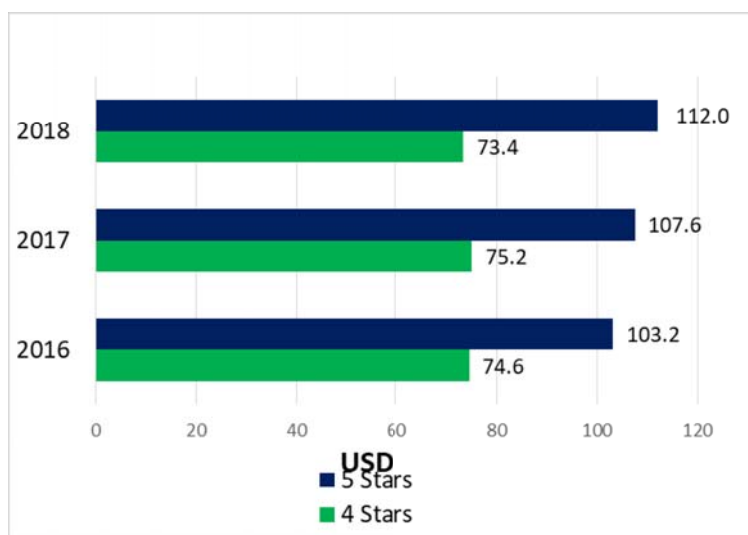
Cause of the hotel RevPAR increased by

Table 4: Statistics of tourist accommodation establishments, 4 - 5 stars in Vietnam

Year	4 star	5 star
2016	230	784
2017	261	882
2018	276	965

Source: Department of Hotel - Vietnam National Administration of Tourism

more than 5 Stars mainly due to increased rates over 5 Stars. In contrast, RevPAR of 4-star hotels decreased by 3.6% compared to 2017. The Southern region this year achieved the highest growth in all three regions of 5.5%. The North and Central regions followed with reductions of 0.5% and 2.7%.



Source: Hotel Services industry survey report 2019

Figure 3: Average room rates by star rating

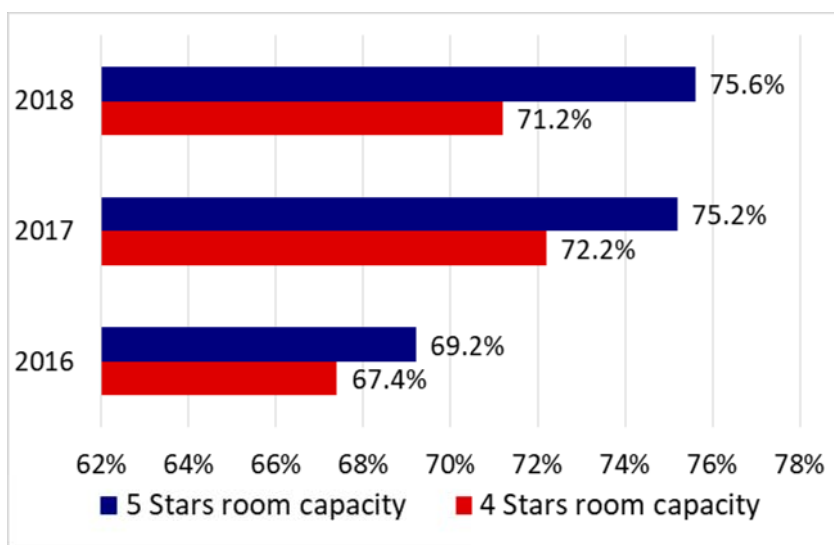
The occupancy of 5 - star hotels increased slightly at 0.5% while the occupancy of 4 - star hotels decreased by 1.0%.

By Region, while hotels in the North and the Central region have occupancy rates of 2.6% and 1.4%, respectively, the occupancy of hotels in the South region continues to increase slightly at 1.7%.

room rate and capacity of the 5 - star segment are higher, the gross profit of the segment 5 star hotel is 4 stars lower. This is explained by the higher allocation of 5 - star hotels.

For activities that personalize the customer experience, 4 - 5 - star hotels have developed based on the application of technology to hotel operations.

In general, 5 - star hotels have a higher level of digital technology applications than 4 - star hotels in all 4 survey contents. Advertising via social networks such as Facebook, Twitter or similar sites continues to be preferred by hotels, mainly by tourists using more and more social networks. Nearly 100% of participating hotels claim that they use this channel to attract attention from social network users. Online check - in and personalization of customer experience via mobile apps are less of a concern, with less than 50% of hotels partici-

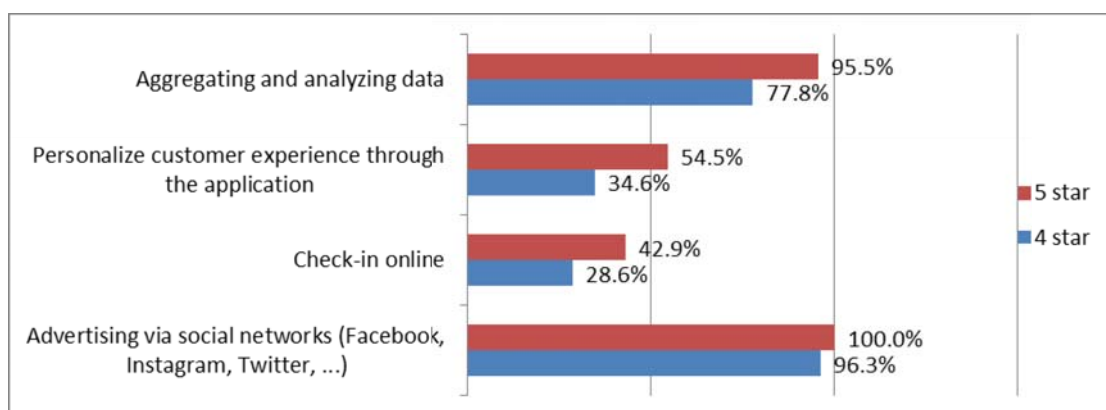


Source: Hotel Services industry survey report 2019

Figure 4: Average room capacity by star rating

However, according to Savills (the leading real estate services company in the world), although the

participating in the survey.



Source: Hotel Services industry survey report 2019

Figure 5: Application of technology in hotel operations

Assessing the future of Vietnam's hotel market, Robert McIntosh, Director of Asia - Pacific of CBRE, forecasts that Vietnam's hotel market will witness the excitement of the hotel and resort segment. According to these positive signs, Mr. Robert McIntosh points out that Ho Chi Minh City is bustling with hotel deals and the participation of some investors. In addition, Nha Trang also witnesses the second phase of the Cam Ranh Riviera Beach & Resort project commence construction, and welcomes 1.2 million tourists, an increase of 17% year on year for domestic visitors, and 39% for international arrivals. In Hanoi, the 5 - star hotel segment continues to operate stably after reaching an average occupancy of 75%, which is an impressive growth compared to a few years ago. Meanwhile, the operation of Novotel Suites Hanoi increases the total supply of the 4 - star hotel segment to 6.1%. In Da Nang, the average ADR in the second quarter of the 4 - star hotel and 5 stars increases by 14.8% and 2.9% year on year. Capacity of these two segments also increases by 2.1% and 1.4% respectively in the quarter.

**4.2. Quantitative research results on the impact of customer experience on loyalty at 4 - 5 star hotels in Vietnam**

Factor analysis to discover EFA

The purpose of factor analysis to discover the EFA is to consider from a set of observed variables, the to draw many factors, methods that article using the method principal axis factoring with rotation is Promax because according to Gerbing, this method reflects the data structure more accurately than the traditional method, the factor load factor is 0.4 because the observed sample is 400, the KMO standard must be greater than 0.5 and the Eigenvalue specific value must be greater than 1. After two times running, turn the PS3, PS4 is not satisfactory due to the lower load factor of 0.4, the analysis results EFA:

**Pattern Matrix<sup>a</sup>**

	Factor				
	1	2	3	4	5
P3	.848				
P2	.824				
P1	.768				
P4	.660				
N1		.921			
N2		.729			
N4		.636			
N3		.597			
Y1			.922		
Y2			.798		
Y3			.776		
T2				.808	
T1				.755	
T3				.586	
S2					.575
S1					.489

*Mining method: principal axis factoring method*

*Method of rotation: Promax with Kaiser normalized.*

*a. Rotate convergence in 6 iterations*

*Linear structure analysis*

The linear structure model above with the values GFI = 0.921, TLI = 0.917, CFI = 0.936 are all higher than 0.9, RMSEA = 0.071 lower than 0.08, indicating the suitable index for the data. Thus the model has can be used.

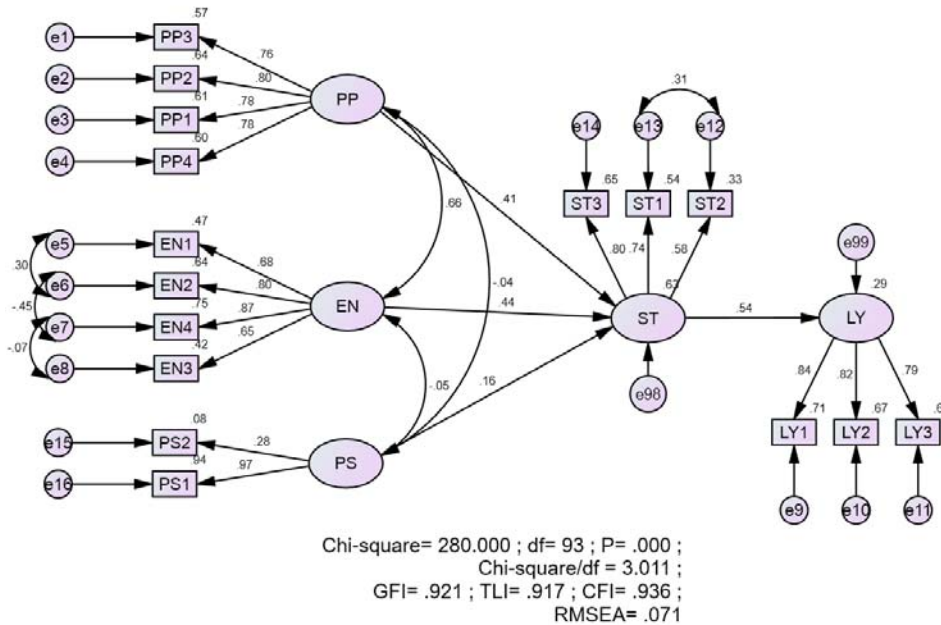


Figure 6: Model of linear structure SEM

Regression weight: (Group 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
ST <--- PP	.393	.074	5.319	***	
ST <--- EN	.402	.072	5.583	***	
ST <--- PS	.303	.102	2.965	.003	
LY <--- ST	.597	.078	7.694	***	

Following the estimation results, the regression coefficients of the model are positive with P - value of 2 regression coefficients lower than 0.05. This confirms that all 4 hypotheses initially set forth are accepted.

Standardized regression weight: (Group 1 - Default model)

	Estimate
ST <--- PP	.415
ST <--- EN	.444
ST <--- PS	.158
LY <--- ST	.541

The above standardized regression weighted table shows that the service environment (EN cod-

ing) factor has the strongest impact with the value of the standardized regression coefficient of 0.444, followed by the service provider factor (PP) with a value of 0.415 and ultimately the factor affecting customer satisfaction is the service (PS) with a regression value of only 0.158. Satisfaction also greatly affects customer loyalty with the standardized regression value of 0.541.

Square of many correlations: (Group 1 - Default model)

The three factors used in the model, including the service environment, service providers, and products, explained 62.5% of the variance variability that changes customer satisfaction,

	Estimate
ST	.625
LY	.293

while the Customer satisfaction explains nearly 30% of the change in customer loyalty

5. Conclusions and recommendations

Thus, the study affirms that all four hypotheses were initially accepted, among the three factors that affect customer satisfaction, the strongest is service environment factor, then the service providers and ultimately, products and services, satisfaction also has the same direction and really makes sense for customer loyalty.



The research results show that the quality of customer experience is really an important factor, determining the success of hotels when directly affecting customer satisfaction, which is the foundation of loyalty and positive recommendations about the organization or business. Therefore, businesses need to care about improving the quality of customer experience through the components, and the main factors affecting it. On that basis, the study has some recommendations as follows:

- Create empathy from customers: Hotels need to actively create customer experiences through products, images and feelings of logos, signs, packaging, environment, advertising programs, marketing materials and online information. Besides, the important thing that is indispensable is creativity in experiences, lasting along the process of developing new products. Marketing events must be continually adjusted to help guests get the experience wherever they interact with the hotel.

- Basic amenities include: pillows, bed sheets, towels, drinks in the room... In the hotel business, these basic things greatly influence the customer experience. Because high - end customers have very high requirements, hotels need to regularly check and upgrade these amenities to meet their expectations.

- Regarding service providers: Previously, a quick and accurate check - in, check - out procedure will be a plus point in the high - end hotel business. However, in today's rocket age, this is a must. Nothing makes customers feel more annoyed than having to wait too long to check - in, check - out..., especially for high - end customers, who value time. Therefore, to satisfy these customers, hotels need to quickly invest in a hotel management software. This software will help receptionists perform check - in, check - out... more quickly and accurately, bring satisfaction to customers, and help improve the professional image of the hotel.

In addition, hotels need to encourage employees to constantly interact with customers. This can be a direct interaction in the service at the hotel check-in

counter, or through an online shopping tool of a website. Sometimes when communicating with a dissatisfied customer, it is necessary to use language to indicate that the hotel understands and cares about them.

Thus, the difference between hotels becomes more difficult when products and services of similar quality with similar prices. How to make a difference is challenging with the hotel business. Differences appear in the mind of the customers based on providing an unforgettable positive experience for the customer. Hotel operators must capture the experience of the guests to get the key to success in today's experience economy.

Besides the significant contributions, the research still has some limitations such as the sample size is not large, so the next study can expand the sample size. In addition, this study only analyzes the experience components before and during service use without considering the impact of experience factors after using the service. Therefore, this may be the next research direction for future topics. ♦

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### Summary

Ngày nay, trải nghiệm khách hàng (CX) đang là chủ đề quan trọng được nhiều nhà nghiên cứu và quản lý doanh nghiệp quan tâm. CX đóng vai trò

quyết định hành vi sau sử dụng của khách hàng thông qua mức độ hài lòng với sản phẩm, dịch vụ. Những trải nghiệm tích cực về dịch vụ sẽ làm hình ảnh của doanh nghiệp dần phát triển, tác động đến lòng trung thành của khách hàng. Đồng thời, làm cho khách hàng tin tưởng, sẵn sàng truyền thông sản phẩm dịch vụ và thương hiệu đi xa hơn và sử dụng lại ở những lần sau.

Mục tiêu của nghiên cứu nhằm xác định tác động của CX đến lòng trung thành tại các khách sạn ở Việt Nam. Bài viết được thực hiện dựa trên việc kế thừa dữ liệu thứ cấp, công trình nghiên cứu của một số chuyên gia, nhà quản trị. Dữ liệu của nghiên cứu được thu thập từ 420 khách hàng đã và đang sử dụng dịch vụ tại phân khúc khách sạn 4 và 5 sao. Các phương pháp kiểm định Cronbach's Alpha, phân tích nhân tố khám phá (EFA), phân tích nhân tố khẳng định (CFA), phân tích cấu trúc tuyến tính (SEM) đã được sử dụng trong nghiên cứu này. Kết quả nghiên cứu chỉ ra 3 yếu tố có ảnh hưởng đến sự hài lòng của khách hàng trong đó nhân tố mô trường dịch vụ mạnh nhất, sau đó đến nhân tố người cung cấp dịch vụ và cuối cùng là sản phẩm dịch vụ, sự hài lòng cũng tác động cùng chiều và thực sự có ý nghĩa đến lòng trung thành của khách hàng.

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