First Impressions of Hotel Lobbies as Inferences About Hotels: A Marketing Tool

Lily C. Fidzani
University of Botswana, Botswana, E-mail: fidzani@mopipi.ub.bw

Carol Caughey
Oregon State University, USA, E-mail: carolcaughey@gmail.com

ABSTRACT

Hotel guests frequently make purchase decisions on whether to stay at a hotel or not based upon pictures on websites and hotel brochures. Hence, pictures of the interior space have become important marketing tools. The purpose of the study was to examine participants' impressions of and extended inferences about hotels based upon pictures of lobbies by applying Impression Formation Theory. Previous research has indicated that the physical environment influences consumer behavior and can be utilized as a marketing tool. Data were collected by means of survey instruments requesting written open-ended comments about four of the lobbies and the hotels in general. Comments were content analyzed and participants made extended inferences about aspects of the hotel such as quality of service, amenities, clientele, cost, and geographic location from pictures of the hotel lobbies. The quality of the interior environmental cues in the lobby played a role in marketing quality and nature of the services of the hotel and its image. The findings of the study indicate that the physical environment is an important marketing tool for hospitality establishment. Hence, their design should elicit approach behavior from potential customers.

Keywords: hotel lobbies, first impressions, inferences, interior environment, pictures, marketing

INTRODUCTION

The competitiveness of the hotel industry has put emphasis on the need for strong marketing of hotel establishments. The competitive nature has increased due to increased growth in use of technology, globalization and innovation (Tajeddini, 2010). Under this intense competitive environment, marketing is increasingly becoming crucial on issues such as customer satisfaction (Kandampully, and Suhartanto, 2003), social media websites and/or internet (Chan and Guillet, 2011; Luck and Lancaster, 2003), pricing (Bojanic, 1996; Kandampully and Suhartanto, 2000), service quality (Ekinci, Prokopaki and Cobanoglu, 2003) and other issues. In such conditions, other innovative marketing strategies become important which includes quality design and perception of the physical environment of a hotel establishment.

Theories of services marketing and environmental psychology suggest that the physical environment and its components such as ambience factors, design factors and social factors may be used as marketing tools (Booms and Bitner, 1982; Rutkin, 2005). Studies have also demonstrated that the physical environment influences consumer responses and behavior

(Bitner, 1992; Kandampully and Suhartanto, 2003; Lin, 2004; Matilla and Wirtz, 2001). Ward, Bitner and Barnes (1992), suggest that managers need to consider the importance of environmental cues in communicating the image of "servicescapes," or service businesses, such as hotels. Elements of the physical environment help to establish and reinforce consumers' perceptions and image of the service, even influencing their satisfaction and dissatisfaction with the service. These and other previous studies suggest that the physical environment can indeed be designed to influence consumer behavior and interaction among consumers (Booms and Bitner, 1982). However, studies have not been done recently to investigate the influence of hotel interior pictures placed on brochures and websites in forming impression about the whole hotel before experiencing it.

The purpose of the present study was to determine if impressions could be formed and extended inferences made about entire hotels based on the appearance of the lobbies. Because future hotel guests frequently make their purchase decisions based upon pictures and information on hotel websites and brochures, pictures of hotels have become important marketing tools for hotel owners and decision making tools for potential guests. The hotel lobbies are the first hotel spaces that consumers experience and form their impressions about the hotel from. Impression Formation Theory was used as the theoretical framework of the study. The findings of the present study contribute to impression formation theory, especially in relation to interior design. The study highlights the possible influence of interior environment on decision making when choosing a hotel. The results also indicate the importance of the interior arrangements, furnishings and other aspects of hotel lobbies in influencing the participants' extended inferences about the hotel as whole when making choices.

LITERATURE REVIEW

Researchers have demonstrated that evaluation of the physical environment in terms of consumer responses and behavior is based on the impression formation process. Studies have suggested the importance of the physical environment in formation of impressions of retail stores (Zimmer and Golden, 1988), restaurants (Burns and Caughey, 1992; Kim and Moon, 2009), office spaces (Davis, 1984, Ornstein, 1992), sporting facilities (Hightower, Brady and Baker, 2002) and other physical environments such as hospitals and schools (Bitner, 1992; Donovan and Rossiter, 1982). The physical environment of service businesses often influences behavior and helps create the image of the firm for both customers and employees (Bitner, 1992). Initial impressions of retail business are based on the exterior and interior appearance. These impressions may prompt the consumer to enter the business or not, as well as to make both positive and negative inferences about service, prices and other aspects of the business (Ward, Bitner and Barnes, 1992). The designed environment of businesses can elicit either approach or avoidance behavior (Booms and Bitner, 1982).

Mehrabian and Russell (1974) described the two basic reaction behaviors toward an environment as approach and avoidance. Approach behavior includes physically moving towards an environment and making an attempt to interact, explore and perform tasks within that environment. Avoidance behavior involves the opposite response. Business or institutional environments should therefore be designed to elicit approach behavior (Booms and Bitner, 1982). Zafiropoulos, Vrana and Paschaloudis, (2006) found that websites that include information about hotel services and facilities, which is highly demanded by hoteliers, gives customers an idea about the hotel and its rooms. The facility information also brings more potential customers and has greatest occurrence and average significance. Hotel

lobbies and the physical setting of the hotels influence customers' purchase decisions, and therefore it is important to pay attention to lobby design (Dube and Renaghan, 2000).

Previous studies have not addressed how the hotel lobby influences customers in making extended inferences about the whole hotel before experiencing it. The few researches available mainly focused on the layout, architectural style and design elements of hotel lobbies. Countryman and Jang (2006) found that atmospheric elements such as lighting, style, and color influence impressions about lobbies. Color was found to be the most influential elements in forming impressions. These findings by Countryman and Jang suggest that attention to the design of atmospheric elements in hotel lobbies may create positive overall impressions of hotels.

THEORETICAL FRAMEWORK

In the present study, the impression formation theory provided a theoretical framework for understanding how impressions are formed in specific cases. The theory was selected because research indicates that customer expectations are affected in part by non-verbal signals and the meaning of environmental cues found in the physical environment of the service (Bitner, 1986). Hence, the theory provided a basis for understanding how people interact with their environment and use physical environment cues to form impressions and make inferences about it. Impression formation has rarely been studied in relation to the physical environment. In forming impressions, perceivers use bits of information and selected cues to form general impressions (Burns and Lennon, 1993). Using the cues, perceivers tend to form categories in order to describe and simplify the issues. For this study, participants used cues from pictures of hotel lobbies interiors to form their impressions and make extended inferences about the hotels. According to Shrauger (1967), impression formation involves four stages, which were all applied in the study as follow:

1. Cue selection – first stages of impression formation involves the collection of information by the perceiver, or what he/she notices about a person or an environment.

   For the current study, participants selected cues from the design and architectural elements of the hotel lobbies such as furniture style and types, lighting, color, and ceilings, floors and wall finishes.

2. Interpretive inference – in the second stage, the perceiver interprets and uses collected information to attribute general traits and other characteristics to the object or person perceived.

   In this study, the participants first made interpretations and formed impressions about the hotel lobbies' general characteristics and traits based on the cues selected.

3. Extended inferences – after forming impressions, conclusions are drawn as to what additional qualities or characteristics are expected of the person, object or environment perceived. Through extended inference individuals further categorize and organize information in order to predict new information and make simplified interpretations and impressions.

For the study, after forming impressions about the hotel lobbies, participants made extended inferences about the rest of the hotel in relation to the rooms, food, service and clientele.

4. Anticipatory set or verbal report – the final stage of impression formation involves organizing, grouping, and integrating characteristics assigned by the perceiver. It forms the basis for responding to the situation, person or object perceived. It is a process of giving a verbal / written account, which may be modified when communicated to others.

The analysis of data for this study is based on the written accounts of the participants. If a potential hotel guest had seen the photos of the lobbies, the response might be the decision to reserve a room or not.

METHOD

The qualitative approach employed in this study allowed the participants to select their own cues to use in making extended inferences about the hotel without the researchers' biases. The approach contributed to an understanding of how hotel lobbies influence perception of the whole hotel by allowing participants to make sense of the interior cues and symbols and make their own interpretations (Berg, 2001).

Participants

Participants were a convenience sample of a community at university in the Western US who are potential hotel customers. Participants' (n=51) age ranged from 20 to 42, with 48 participants in their twenties. Majority of the participants were females (n=43) with only eight (8) males. Fifty (50) participants had stayed in a hotel during the last year and only one had not. Many participants (n=28) had stayed in a hotel two to five times during the past year, 11 had stayed in a hotel once during the past year, and 11 had stayed in a hotel more than five times.

Stimulus Materials

Fifteen color pictures of hotel lobbies were initially reviewed and four were purposively selected for this study from a popular hotel magazine. The criteria for the selection of the four hotel lobbies were; a) variation in design and diversity of architectural components and style b) must be color pictures c) no people in the pictures to influence participants; and d) showed a large percentage of the lobby, hence purposive sampling approach. The pictures showed varied interior components such as lighting, ceiling, floor, walls, architectural styles, and furniture type and arrangement. Bitner (1992) observed that people perceive the environment holistically rather than isolating the elements. Therefore in selecting the pictures, the researchers sought various types of environmental cues. The four pictures of the hotel lobbies were made into transparencies and projected on a screen for the study.

Instrument

An instrument consisting of open-ended questions was used by participants to record their first impressions of the hotel lobby and then to write extended inferences about the whole

hotel. According to Burns and Caughey (1992) and Burns and Lennon (1993), an instrument with open-ended responses is more effective in recording impressions of interior spaces than is one with pre-selected responses. It is also more important in eliciting meaningful, rich, accurate and useful responses of the participants' own first impressions than using instruments that guide impressions.

Data Collection

Because of the impracticality of experiencing four different hotel lobbies first hand, participants in this study were shown four (4) colored slides of actual hotel lobbies (the order was randomized) and asked to complete a questionnaire about their impressions based on the interior cues of the lobbies (Stage 1 and 2 of Impression Formation). Then to make extended inferences about each hotel based on the pictures (Stage 3 of Impression Formation). This simulation method has been used in similar studies (Rutkin, 2005; Countryman and Jang, 2006) and has the advantage of eliminating such extraneous elements as people, weather, differing times of day, and so forth.

Data Analysis

The responses from the open-ended questionnaires were content analyzed to identify themes that emerged from the responses. The analysis was done in three stages; open, axial and selective coding (Neuman, 2006). In the initial coding, the emerging themes from the raw data were underlined in a search for common patterns and similarities. Next, axial coding was to done to examine the initially assigned codes and to reduce them to key analytic categories. In the selective coding, previously identified themes were merged in order to reduce the total number.

FINDINGS

Responses to each slide indicated more similarities than differences in impressions formed and extended inferences made by participants (Stage 3 and 4 of Impression Formation). There was agreement about both negative and positive impressions. For all the hotel lobbies, architectural features (such as lighting, color, ceiling, and building materials used), furniture type and style were selected and used as cues for forming impressions (Stage 1). The participants used these cues to make extended inferences about the size, price, type of service, type of clientele, location, warmth, elegance and luxuriousness of the hotel.

General Atmosphere

Based on the design of the lobbies, comments were made about the general atmosphere and style factors of the hotels as a whole. The classifications ranged from fancy to classy, very sophisticated and modern, and old or new. Two of the hotels described as "classy, plush and trendy" had contemporary design. The inferences were made based on the sophisticated and modern architectural features, finishes, furniture and lighting. The participants commented that the appearance and style of some of the hotels was not as satisfying as the others. The comments were based on the arrangement, the type and the style of furniture used in the lobby. These items influenced their perception of the hotel as old, new or modern. Based on the congested arrangement and design of one lobby it was perceived to be ornate, stuffy and overdone. It was also described as old. The size of the lobby influenced inferences about the size of the guest rooms that were not seen. Participants inferred that hotels with large,

spacious, open, airy and bright lobbies will have large guest rooms. One participant said, "Larger upscale hotel lobby, larger rooms."

Cleanliness

The participants made extended inferences about the cleanliness of the hotels based on the appearance of the lobbies. They perceived some of the hotels to be clean and neat. They also inferred on the cleanliness of the guest rooms. The rooms perceived as clean and well kept were also expected to be nicely decorated. One participant commented that, "I would expect the rest of the hotel to be similarly clean, nicely kept, nicely decorated with artistic accent and sterile environment…" The hotels that were perceived as old and dated were inferred as having unclean and over decorated rooms by some of the participants.

Price

A majority of the participants inferred on the cost and affordability of the hotel rooms based on the design of the lobbies. Hotels with modern or "trendy" design features and furniture, and that were spacious, and neat were considered to be moderately expensive to expensive. Hotels with less formal design features, plain or "old fashioned" furniture were perceived as moderately priced or cheap. Hotels with large lobbies were expected to have large, cozy, and expensive rooms. One participant said, "…looks expensive to stay but very cozy." Another participant indicated that, "simple in design which makes one think that it could be moderately priced."

Type of Service

Customer service and available amenities were one of the themes that emerged from impression and inference made about the hotel. Hotels with larger, bright, modern and spacious lobbies were perceived as providing friendly, warm and inviting service. The Asian theme used on one of the hotels created perception of excellent service. A participant said, "Asian motif gives the impression of excellent service as the Asian people tend to be very courteous and polite." Large and modern lobbies were also observed to be having amenities such as a pool and hot tubs. The modern appearance also implied a technological advanced hotel. One participant stated this about one of the hotels, "It is very modern which would imply a modern hotel with computer hook-ups and a pool and workout room etc." Some of the participants said:

> …very warm and inviting atmosphere, very friendly service and personnel… lots of things to do for recreation and free time.

> Clean and brightness impressions, gives happy and friendly service is expected from this hotel.

Expected Clientele and Location

Based on the appearance and design of the hotel lobby, the participants made inferences about the type of clientele who would stay at the hotels. The expected clientele of the hotel ranged from professional or business clients to vacationers and families. Larger and modern designed hotel with an "institutional like" appearance were perceived as for "upper class

people and/or for business people." The "professional look" of one hotel lobby was enhanced by high ceiling and extensive use of steel and glass on the design of the lobbies. The hotel was considered to be located in a busy city thus not suitable for families or vacations.

Two of the hotels were inferred as suitable for family vacations. The hotel lobby was described as having a home-like design and appearance with bold and rich colors. The extensive use of wood to finish the walls and floors was considered as warm and cozy for families. Based on the wood finish and fireplace, the hotels were considered to be located in cold and mountain areas with ski resorts. Participants inferred to one hotel to be in a tropical location because of the number of plants and the amount of art used. Some of the inferences include:

> I would imagine that it is a hotel frequented by people staying on business. It looks formal, definitely not a hotel for children.
>
> … it looks like a place families could stay… but more sightseers.
>
> Hotel has lodge appeal, which would lead to believe it is set in the mountains… some kind of a ski lodge, cold climates, very cozy and home-like…

Warmth, Elegance and Luxuriousness of the Hotels

Some of the hotel lobbies were defined as fun, romantic and had good energy based on the finishes and design of the lobby. They also inferred that the rest of the hotel would have a home-like feeling and a "non-hotel" appearance. Such hotels were inferred to as having an inviting, warm, welcoming and relaxing atmosphere. Hotels with wood finish were considered as warm and cozy whereas the steel and glass finish was defined as unwelcoming, cold, uncomfortable, and not cozy. One participant said:

> Lots of wood and natural materials make the interior very cozy… The hotel has a cozy atmosphere with the fireplace. The hotel gives off a warm feeling with the light oak, light floors and balcony… It looks like a place where you would want to stay and relax in your room…

However, the glass was useful in providing a great deal of natural light, possibly prompting the responses about the lobby being bright and cheerful. The cool color palette in the lobby, influenced the assessment of the hotel as a whole to be very cold. However, some participants interpreted this use of the cool color to be calming. One participant said this about the steel and glass atrium lobby:

> From the design standpoint, it is very interesting and modern. However, it feels cold with the use of metal, glass, and cool blues and grays. It doesn't seem very welcoming or comfortable. I think I'd feel on edge staying here…it's very industrial.

Design and Architectural Features

Hotels with colors that were considered to be bold and rich, and with bright lighting were perceived to be pleasing. The extensive use of steel and glass was perceived as not having a functional layout because they felt that it looked more like a professional or industrial building than a hotel. Others described them as similar to a shopping mall or a conference center. However, the glass atrium lobby contributed to impressions about the openness, brightness and spaciousness of the hotel in general.

The high ceiling of two of the lobbies created impressions of a spacious hotel and guest rooms. One participant commented that, "The open space is inviting." The home-like furniture was perceived as comfortable and welcoming, "it looks warm, luxurious and welcoming to… very comfortable and attractive." Some of the participants said:

> This seems like an average to rich hotel because the chairs are but not really nice. The dark trim with white wall looks kind of cheap. The lighting looks more high end. The usage of plants and choice of colors seems tropical, like hotel set in a tropical place.

DISCUSSION

The purpose was to investigate how the interior arrangements, furnishings and other interior aspects of a hotel lobby affect first impressions of, and inferences about, the hotel as whole.

Most of the impressions formed were shared by the respondents regardless of number of times they have stayed in a hotel. A comparison based on gender was not made because there were many more female participants (43) than males (8). However, the researchers noted differences in their impressions. Males' impressions and inferences were often about physical characteristics of the space, whereas females' impressions and inferences related more frequently to design and social factors. That is, the males speculated upon possible available amenities and facilities whereas females also commented upon intangibles such as friendliness, warmth and coziness of the hotel.

Similar to Baker's (1987) findings, the participants were able to use the identified environmental cues from the lobbies to form impressions and to make extended inferences about the whole hotel on the components of physical environment that include (1) ambience factors (such as cleanliness, lighting, and atmosphere), (2) design factors (such as furniture style and layout, space, color, and architectural finishes and materials including appearance, comfort and spaciousness), and (3) social factors such as quality of service, possible clientele, cost, and the guest amenities provided).

The results of the study are consistent with similar research on first impressions of restaurants (Burns & Caughey, 1992). In that study, researchers found that common perceptions could be grouped into the following categories: holistic impressions (architectural style, atmosphere and space planning); room components (ceiling, windows, lighting, floor, walls and other

structural elements); color and pattern; and furniture and accessories (mirrors, art, plants). In a recent study, Countryman and Jang (2006) found atmospheric elements such as lighting, style, and color as the most influential elements in forming overall positive impressions about hotel lobbies. In the present study, participants also included other categories that suggest extended inferences, such as type and cost of hotel meals, clientele and geographic context. The four lobbies displayed many of the same components despite their variation in design.

One component that emerged from the Burns and Caughey (1992) study related to furniture and accessories (including categories of furniture), mirrors, art and plants. In the present study, participants mentioned the use of artwork, mirrors and plants. Ornstein's (1992) study on the use of reception area design in forming impressions about organizations, the presence of artwork and plants was commonly used to convey warmth and comfort. Artwork and plants were also found to be important in forming extended inferences about the organization as a whole. In the present study, some participants used the presence of plants and art to speculate as to the possible geographic location of the hotel; but the data were insufficient to determine whether these elements were used to help form extended inferences about other characteristics of the hotel.

In this study, the furniture and accessories in the lobby appeared to aid in forming extended inferences about the luxuriousness and elegance of the hotel itself. Many impressions appeared to have been formed based on the style of furniture used in the lobby. Some participants used furniture style to determine the age the hotel. Extended inferences about the cost of rooms were also made. The hotel that was perceived to be expensive was also considered to be more elegant and luxurious. Geographic context was speculated upon by some participants for all the hotels. Inferences about the type of facilities and amenities available in the hotels were also made. The size of the hotel lobbies also apparently influenced the participants' inferences about the size of the hotel rooms. Larger lobbies with high ceilings were associated with larger guest rooms, a design attribute that could be utilized in the design of hotels in the future.

According to Mehrabian and Russell (1974), the physical environment also elicits approach or avoidance behavior. Therefore, in order to increase business, the environments of hotel lobbies could be designed to elicit approach behavior from guests or potential guests. The results of the present study suggest that the positive comments about cleanliness, design and comfort of the hotel lobby were related to extended inferences about service, costs, and amenities.

An interesting issue addressed by some of the participants was their apparent emotional attachment to the environment as an important component in forming impressions. This is supported by some environmental psychology literature (Donovan and Rossiter, 1982), which suggests that an important way people respond to the environment is emotionally. This means that people prefer environments that elicit feelings of pleasure and are viewed as aesthetically stimulating (Bitner, 1992). Many participants were able to form extended inferences about the warmth and coziness, or the lack of it, of the entire hotel. The results also indicated that participants were more favorably impressed by hotels that had a "home-like" (considered to be warmer, cozier, more relaxing and more inviting especially for family vacations) look than by those which appeared to be "business-like." The subjects' use of a hotel lobby in making extended inferences about the whole hotel suggests the importance of lobbies in making purchasing decisions.

The researchers anticipated that participants might form impressions about atmospheric factors such as noise, smells, and temperature. This was not the case. This may be due to the fact that participants did not experience the actual hotels in a field setting such as that used by Mattila and Wirtz (2001) but instead were shown pictures of hotel lobbies, which may limit participants' inferences about some sensory perceptions.

CONTEXT, LIMITATIONS AND FUTURE RESEARCH

The results of this study indicate the important role that hotel lobby pictures play in the formation of extended inferences about the entire hotels. It is possible that the use of pictures may influence impressions in ways that are different from real experience. However, this was not considered a detrimental limitation because nowadays customers often select hotels based on the pictures and the brief information provided on websites and in brochures.

For comparisons, future research might examine impressions of and extended inferences about real world hotel experience. Also, future research can compare the actual hotel settings or situation with impressions formed to determine consistency and reliability of impressions formed e.g. compare impressions formed about the price to the actual price. Because the exterior of hotels is almost always the first part of hotels seen by guests, it would be interesting to examine whether participants make similar assumptions and extended inferences about hotels as a whole when they see only the exterior of the hotels. Future research could also explore participants' predicted levels of satisfaction with hotels, based upon seeing only the lobbies or pictures of lobbies, and compare them with actual satisfaction as measured in a post-study.

CONCLUSIONS

Participants were able to form extended inferences about the entire hotel based on interior environmental cues in the lobby pictures such as lighting and cleanliness, and on design factors such as style and layout, space, color, architecture and other factors. They made inferences about the general atmosphere, cleanliness, quality of customer service, available amenities and facilities, price of hotel rooms, geographic location of the hotel, clientele, the size and décor of the guest rooms, and comfort and spaciousness of the guest rooms, based only on their impressions of the hotel lobbies. The findings indicated that interior environments of hotel lobbies are rich in cues that communicate image and suggest extended inferences about unseen or not yet experienced aspects of the hotels. Therefore, in order to increase business in the hotel industry, the environments of hotel lobbies should be designed to elicit approach behavior.

IMPLICATIONS FOR HOTEL MANAGEMENT

Pictures of hotel lobbies in brochures and websites have become important in purchase decision formation for many customers. In order to promote positive first impressions of hotels, owners and designers should consider the appearance and interior cues of lobbies including size of a lobby, furniture placement, furniture suitability and attractiveness, and

room components such as lighting, ceiling and other interior elements. All of these play a role in marketing the services of the hotel. Such design elements could well prompt clients to form positive impressions and make positive extended inferences about the hotel as whole before experiencing it. The quality of the interior environmental cues in the lobby could be important in communicating to the public the quality and nature of the hotel service and its image. Thus the designed environment of the hotel lobbies should elicit approach behavior before experiencing it.

REFERENCES

Baker, M.J. (1987). The role of the environment in marketing services: The consumer perspective. In J.A. Czepiel, C.A. Congram and J. Shanahan (Eds.). *The Service Challenge: Integration for Competitive Advantage* (79-84). Chicago: American Marketing Association.

Berg, B.L. (2001). *Qualitative Research Methods for the Social Sciences.* Boston: Allyn and Bacon.

Bitner, M.J. (1992). Servicescapes: The Impact of Physical Surroundings on Customers and Employees. *Journal of Marketing* 56: 57-71.

Bitner, M.J. (1986). Consumer responses to the physical environment in service settings. In M. Venkatesan, D.M. Schmalensee and C. Marshall (Eds.). *Creativity in Services Marketing* (89-93). Chicago: American Marketing Association.

Bojanic, D.C. (1996). Consumer Perceptions of Price, Value and Satisfaction in the Hotel Industry: An Exploratory Study. *Journal of Hospitality & Leisure Marketing* 4 (1): 5-22.

Booms, B.H. and Bitner, M.J. (1982). Marketing Services by Managing the Environment. *The Cornell Hotel and Restaurant Administration Quarterly* 23 (1): 35-40.

Burns, L.D. and Caughey, C.C. (1992). Category Use in First Impressions of Restaurant Interiors. *Perceptual and Motor Skills* 75 (1): 107-110.

Burns, L.D. and Lennon, S.J. (1993). Effect of Clothing on the Use of Person Information Categories in First Impressions. *Clothing and Textiles Research Journal* 12 (1): 9-15.

Chan, N.L. and Guillet, B.D. (2011). Investigation Of Social Media Marketing: How Does The Hotel Industry In Hong Kong Perform In Marketing On Social Media Websites? *Journal of Travel & Tourism Marketing* 28: 345–368.

Countryman, C. and Jang, S. (2006). The Effects of Atmospheric Elements on Customer Impression: The Case for Hotel Lobbies. *International Journal of Contemporary Hospitality Management,* 18 (7): 534-545.

Davis, T.R.V. (1984). The Influence of the Physical Environment in Offices. *Academy of Management Review* 9 (2): 271-283.

Donovan, R.J. and Rossiter, J.R. (1982). Store Atmosphere: An Environmental Psychology Approach. *Journal of Retailing* 58 (1): 34-57.

Dube, L. and Renaghan, L.M. (2000). Creating Visible Customer Value: How Customers View Best-practice Champions. *Cornell Hotel & Restaurant Administration Quarterly* 41 (1): 62-72.

Ekinci, Y., Prokopaki, P. and Cobanoglu C. (2003). Service Quality in Cretan Accommodations: Marketing Strategies for the UK Holiday Market. *Hospitality Management* 22: 47–66.

Hightower, R., Brady M.K. and Baker, T.L. (2002). Investigating the Role of the Physical Environment in Hedonic Service Consumption: An Exploratory Study of Sporting Events. *Journal of Business Research* 55: 697–707.

Kandampully, J. and Suhartanto, D. (2003). The Role of Customer Satisfaction and Image in Gaining Customer Loyalty in the Hotel Industry. *Journal of Hospitality and Leisure Marketing* 10 (1/2): 3-25.

Kandampully, J. and Suhartanto, D. (2000). Customer Loyalty in the Hotel Industry: The Role Of Customer Satisfaction And Image. *International Journal of Contemporary Hospitality Management* 12: 346-351.

Kim, W.G. and Moon, Y.J. (2009). Customers' Cognitive, Emotional, and Actionable Response to the Servicescape: A Test of the Moderating Effect of the Restaurant Type. *International Journal of Hospitality Management* 28 (1): 144-156.

Lin, I.Y. (2004). Evaluating A Servicescape: The Effect of Cognition and Emotion. *International Journal of Hospitality Management* 23: 163-178.

Luck, D. and Lancaster, G. (2003). E-CRM: Customer Relationship Marketing in the Hotel Industry. *Managerial Auditing Journal* 18: 213-231.

Matilla, A. and Wirtz, J. (2001). Congruency of Scent and Music as a Driver of In-store Evaluations and Behavior. *Journal of Retailing* 77 (2): 273-289.

Mehrabian, A. and Russell, J. A. (1974). *An Approach to Environmental Psychology.* Cambridge, Massachusetts: The MIT Press.

Neuman, W.L. (2006). *Social Research Methods: Qualitative and Quantitative Approaches.* Boston: Pearson Education Inc.

Ornstein, S. (1992). First Impressions of the Symbolic Meanings Connoted by Reception Area Design. *Environment and Behavior* 24 (1): 85-100.

Rutkin, K. (2005). *User preference of interior design elements in hotel lobby spaces,* Unpublished master's thesis, University of Florida, Florida.

Shrauger, S. (1967). Cognitive Differentiation and the Impression Formation Process. *Journal of Personality* 35 (3): 402-414.

Tajeddini, K. (2010). Effect of Customer Orientation and Entrepreneurial Orientation on Innovativeness: Evidence from the Hotel Industry in Switzerland. Tourism. *Management* 31: 221-231.

Ward, J.C., Bitner, M.J. and Barnes, J. (1992). Measuring the Prototypicality and Meaning of Retail Environments. *Journal of Retailing* 68 (2): 194-220.

Zimmer, M.R. and Golden, L.L. (1988). Impressions of Retailing Stores: A Content Analysis of Consumer Images. *Journal of Retailing* 64 (3): 265-291.

Zafiropoulos, C., Vrana, V. and Paschaloudis, D. (2006). The Internet Practices of Hotel Companies: An Analysis From Greece. *International Journal of Contemporary Hospitality Management* 18 (2/3): 156-163.