



The Impact of Visual Communication Design on Customer Retention Through Customer Experience in The Hotel Industry

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Abstract: Many hotels still struggle to keep their Free and Independent Traveler (FIT) or individual public guests in the competitive hotel industry. During the COVID-19 outbreak, the number of FIT guests seemed low for a business hotel. Responding to the situation is crucial for a hotel to retain their existing customers. The ways of communication play an important role in conveying hotel information or promotion to their guests through visual messages. This research analyzed how Visual Communication Design (VCD) can impact Customer Retention (CR) through Customer Experience (CE) in the hotel industry. In total, 265 respondents including both men and women from the Millennial generation (Millennials) were involved in this quantitative study. They are FIT guests that came from three hotel brands of an international chain in Tangerang, Banten, Indonesia. The finding showed that CR is significantly impacted by VCD through CE. The study also found that both VCD and CE have significant impact on CR directly.

Keywords: Visual Communication Design, Customer Experience, Customer Retention, Hotel Industry.

1. Introduction

Hospitality is part of the tourism sector that contributes to the state's revenue [1], which is the most profitable sector in the world economy [2]. In Indonesia, it provided the largest GDP after the palm oil industry [3]. Two major categories of hospitality are accommodation and food service (Bukhari et al., 2022), with hotels being one of accommodation. In Indonesia, there is an international hotel chain that has the largest portfolio of rooms: Accor [4]. It has several brands in Tangerang, Banten—Novotel and Mercure (4-star hotels) and ibis, ibis Styles, and ibis Budget (3-star hotels)—which compete with other brands and chains [5].

Many hotels, restaurants, airlines, and tourist attractions minimized or even ceased operations due to the COVID-19 outbreak [6]. Events have been canceled or postponed globally, and hotel occupancy rates have fallen [7]. According to the Indonesian Hotel and Restaurant Association (PHRI), 82 percent of Indonesia's tourism earnings, or around Rp 85 trillion, was lost due to the outbreak [8]. As hotel room demand remained low, the country's overall hotel occupancy rates fell by 30 to 40 percent [8]. As business hotels, they generally have two types of customers: FIT and group. FIT stands for Free

and Independent Traveler or individual public guest who usually gets regular rates; meanwhile, groups get special rates. Eighteen percent of guests of those brands were classified as FIT which was considered low [9]. Despite some FIT having memberships, which offer them more benefit for stay, the growth has not increased significantly because each hotel competes within the group and outside the group.

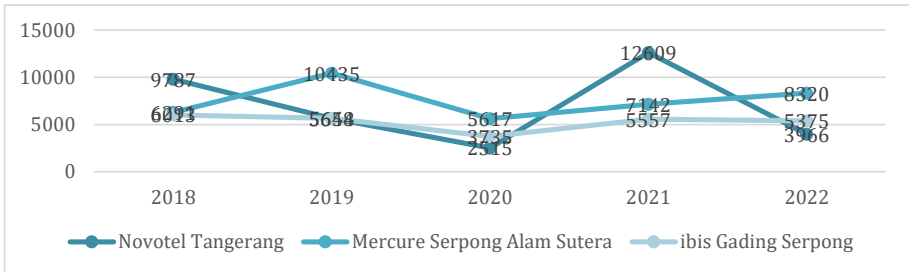


Figure 1. Growth of FIT Guests

Source: [9].

Responding to the dynamic competition, keeping existing customers—particularly for FIT guests—has become crucial to manage hotel survival and expansion [10] because it will be more cost-effective than attracting new customers [11]. To stand out among the competitors, a hotel should improve CE [12] because of its positive effect on CR in certain classifications of hotels [13]. Reichheld and Sasser (1990) in Sim et al. (2006) stated that nine service companies increased their profitability by 25 to 125 percent while also seeing a 5 percent rise in customer retention. Long-term customers spend more, recommend more people to the business, consume less of the service provider's time, and are less price sensitive [14].

Retention also depends on a positive brand image through promotion [15], in which the visual communication is important enough to be explored or to attract guests' attention [16]. At Accor, visual promotion can be found in several areas such as rooms, food and beverages (F&B) outlets (restaurant and bar), lobby area, and in the lift/elevator. Most designs are static images, both print and digital. Low frequency and variety of VCD was suspected as the reason for the low CE at ibis Gading Serpong, Mercure Serpong Alam Sutera, and Novotel Tangerang. It led to unstable average occupancy rates and low FIT numbers, which impacted the hotel's revenue. Although the evidence gap in several previous studies has been found, limited research has addressed how important it is to be analyzed. Thus, the focus of this research is to analyze the impact of VCD on CR when it is supported by CE in the hotel industry.

Table 1. VCD at hotels

	Novotel Tangerang	Mercure Serpong Alam Sutera	Ibis Gading Serpong
	Available in front of the lobby and can be viewed from certain angles. They present 3 designs for different hotel promotions and will add 1–2 designs in 2022.		
Printed welcome banner	2 sides of the banner. Easily viewed by people who cross the lobby.	1 side of the banner. Easily viewed by people who enter the area of the hotel.	1 side of the banner. Easily viewed by people who enter the area of the hotel.
Digital signage	Available at lobby, landing ballroom, lift, landing lift and restaurant. Presents brand videos and hotel promotions.		
In room TV	Available in rooms. Presents brand videos, hotel directory and long-term promotions.		
Printed poster	Rarely found at hotels. Each public area has at least one poster to share information.		
Flyer	The use of printed flyers is diminished unless for certain exhibitions.		
Remarks	All hotels have similar utilization of static VCD, except the brand videos that talk about the brand and group in general. Hotel promotions usually have one approved design which will be displayed on all media until the promotion expires.		

Source: Researcher's observation

2. Literature Review

Visual Communication Design (VCD)

Eroglu (1996) in [17] stated that numerous studies explain that communication is a core element of a hierarchy of needs. It is about conveying information from one to another. Around 40,000 years before the early 20th century, shamans who painted their visions may have constructed caverns, stone walls, and ceilings that served as early examples of visual communication [17, 18]. Visual communication is growing more powerful and popular with new technological advancement because it has a greater impact than written language. Photography, television, and moving pictures led to a rise in human imagination. Generally, the visual display is represented by videos or two-dimensional images such as art, signs, symbols, graphic designs, photographs, typography, drawing and color experience [18, 19]. As technology develops, there are several fields of visual communication.

Table 2. Field of VCD

Field	Description
Corporate design	Companies invest in marketing and communications teams to perform tasks and keep their brands consistent in the eyes of consumers.
Environmental design	Architects and advanced design trade shows display their structural products using dimensional environment design elements.
Motion design	Dynamic "animation" of scene's images, music, and motion for emotive or intricate creative ideas.
Interactive design	Using a touch screen device with computer-based software that enables to create interactive designs broadcast over the internet.
Font design	Numbers, ligatures (where two letters are joined), and punctuation are some of the elements that are being introduced to build a whole typeface family with a coherent aesthetic identity.
Publication design	Magazines and newspapers are periodical publications. Designs may incorporate journalism, photography and typography.
Book design	Well-organized design themes, including appropriate graphics, fonts, layouts, content, and book covers, and then prepared for printing or online uploading.
Packages	Making anything appealing requires a synergy between form, structure, materials, color, imagery, typography, and regulatory information.
Brand and identity design	Brand identity of the business, which includes the logo, stationery, collateral materials, websites, etc.
Information design	Displaying data with effective visual design that gives contents.
Advertising design	Ads that are launched as part of well-designed campaigns that are personalized for each client and particular product while combining a particular target audience.

Source: [20]

Since visual communication related to customer's preferences might influence audience memory, behavior, and attitude [18, 19], it can convey both cognitive and emotional meaning [17]. The objectives of a visual design are to ensure the text is legible, to simplify the message, to promote engagement, to highlight important subjects, and to provide a distinct mode of communication [21].

A study by Kujur and Singh (2020) discovered that visuals with information, entertainment, and remunerative content positively impact customer engagement.

Engagement is one behavior of experience type [22] that is an antecedent of CE. A study by [18] concluded that customer decision-making is significantly influenced by great visual communication. Color and other visual elements, which build visual communication, can strengthen relationships between brands and consumers. CE has emotional and social antecedents as well. In the context of women's skincare cosmetics, a qualitative study by Prakash and Sharma (2016) found that visual elements in social advertisements significantly impact customer perception, though the experience of visual processing depends on the gender. VCD (in the context of advertising) influences customer experience through their visual elements [24–26]. Research conducted by Tilak (2020), stated that engaging visuals evoke a sense of excitement and involvement of the consumer. Customer perception relatively impacts experience separately or simultaneously through several dimensions: sensory, affective, physical, cognitive and social experience [22]. Therefore, this study will analyze the impact of VCD on CE.

H1₀: VCD does not have a significant impact on CE.

H1₁: VCD has significant impact on CE.

Customer Experience (CE)

Managing CE is believed to have a significant impact on organizational performance and customer behavior [13, 27, 28]. CE is a subjective response of customers when they interact with a company by purchasing or using a product or through a company's representatives, such as advertising [29]. The company and its customers give and take sensory and emotional stimuli, along with product knowledge. Botha (2020) stated that the relationship is built through business relationships, including awareness, discovery, development, support, purchase, and service [30, 31]. Understanding CE is the foundation for understanding consumer happiness and loyalty in the form of satisfaction and retention in any organization. Dimensions of CE are sensory (through the primary senses), affective (through emotional/feeling), cognitive/thinking (through understanding/imagination), physical (through behavioral/acting) and relational (social context/belonging) during the purchase journey [27, 32–35]. The experience is changeable, depending on a customer's relationship with the company. Thus, a company should be able to design, prioritize, monitor, and adapt customer experiences [36].

Cognitive and affective experiences lead to customer satisfaction, which contributes to willingness to repurchase and recommend. Furthermore, CR can lead to significant benefits such as reducing operational cost, increasing profit [37], enhancing the reputation of the organization [13], price insensitivity and non-complaining behavior [38]. The more aspects of experience that a brand evokes, the more satisfied customers are with them [39]. On the other hand, to increase customer retention, an organization needs to implement plans and tactics that will help them win back existing customers and make it simple for them to file complaints [40]. Therefore, the researcher proposes these hypotheses:

H2₀: CE does not have a significant impact on CR.

H2₁: CE has a significant impact on customer CR.

Customer Retention (CR)

Several previous studies suggest the relationship between CR and profitability of a company are correlated. Corresponding to this, Kotler (2008) stated that CR is about how a company maintains their new and repeat customers in a good relationship [41]. Retaining existing customers is more cost-effective than attracting a new one through marketing creation [42]. Keeping existing customers coming back or repurchasing is one type of customer behavior that companies want [43]. CR can be influenced by preferences, belief, engagement, and commitment towards a brand. Moreover, it can improve a company's growth and profitability [44] through eliciting the behavior to frequently purchase [45].

Highly satisfied customers are likely to stay loyal longer and make more purchases as the company introduces new products or improvements. They will promote the company and the products favorably, focus more attention to that company rather than to competing brands, become less sensitive to price and offer suggestions to the business. Customers might purchase from competitors, and, consequently, the company must strengthen their relationship with customers and retain them [46]. Reichheld (1990) in Ahmad and Buttle (2002) said that a company can do several things in measuring retention: get the right customers, improve the distribution channel, reduce adverse selection of customers, reward sales force for retaining customers, reward for continuity, and create special programs to attract valuable customers. Page et al. (1996) in [41] argue for a fresh approach to treating the customers based on six dimensions: 1) product and service design; 2) pricing; 3) sales; 4) advertising; 5) direct marketing; 6) distribution. Therefore, it is important to analyze if VCD has an impact on CR.

H3₀: VCD does not have a significant impact on CR.

H3₁: VCD has a significant impact on CR.

3. Research Methodology

3.1. Sampling and Data Collection

Millennials (born 1981–1996) who visited or stayed at ibis Gading Serpong, Mercure Serpong Alam Sutera, and Novotel Tangerang in the last two years were the respondents. Millennials are expected to represent 50 percent of the tourism market by 2025 [47]. Exactly 265 respondents answered online questionnaires about the impact of VCD in the hotel area that were supported by messaging platforms and QR Codes. Fifty-two observed variables in the questionnaires were valid and reliable. They were also scored on a Likert scale ranging from 1 point (strongly disagree) to 5 points (strongly agree). All data were analyzed by SPSS and Lisrel 8.8 software for the statistical analysis and structural equation modeling (SEM).

4. Results

4.1. Demographic of Respondent

Of the 265 total respondents, this research is dominated by females, with 137 examples (51.7 percent), with the male respondent number being 128 (48.3 percent) who are hotel guests of ibis Gading Serpong (32.8 percent), Mercure Alam Sutera (31.7 percent), or Novotel Tangerang (35.5 percent). Of all, 67.5 percent are members of ALL/Accor Plus.

Table 3. Respondent Profiles

Demographic	Grouping	Percentage	Total
Gender	Male	48.3%	100%
	Female	51.7%	
Age	<26 years old	0	100%
	26–41 years old	100%	
	>41 years old	0	
Occupation	Employee	66.8%	100%
	Entrepreneurship	32.5%	
	Not working yet	0.8%	
Monthly expense	<3,000,000 IDR	12.8%	100%
	3,000,000–5,000,000 IDR	20.8%	
	5,000,000–7,500,000 IDR	35.8%	
	>7,500,000 IDR	30.6%	
Domicile/working area	Jabodetabek (Greater Jakarta)	91.7%	100%
	Non Jabodetabek	8.3%	
Hotel brands	Ibis Gading Serpong	32.8%	100%
	Mercure Serpong Alam Sutera	31.7%	
	Novotel Tangerang	35.5%	
Frequency of visiting	2–3 times	40.4%	100%
	4–5 times	38.9%	
	>5 times	20.8%	
Member status	Nonmember of ALL/Accor Plus	32.5%	100%
	Member of ALL/Accor Plus	67.5%	

By conducting Mahalanobis Distance (MD) analysis, all 265 respondents have no issue with potential outliers and can be further analyzed. All significance levels for Kolmogorov-Smirnov test are less than 0.05, indicating the data are not distributed normally, although correlation between the construct's observed variables is below 0.9, indicating a low potential of multicollinearity [48]. All values of Cronbach's alpha are above 0.7, which is classified *reliable* or *consistent*.

Table 4. Normality Test Results

Constructs	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
VCD	.278	265	.000	.824	265	.000
CE	.244	265	.000	.862	265	.000
CR	.231	265	.000	.817	265	.000

Table 5. Correlation Coefficient using Spearman's

		VCD	CE	CR
VCD	Correlation Coefficient	1.000	.408**	.223**
	Sig. (2-tailed)	.	.000	.000
	N	265	265	265
CE	Correlation Coefficient	.408**	1.000	.302**
	Sig. (2-tailed)	.000	.	.000
	N	265	265	265
CR	Correlation Coefficient	.223**	.302**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	265	265	265

Table 6. Reliability Test Results

Constructs	Items	Cronbach's Alpha	Description
VCD	16	0.778	Reliable
CE	20	0.846	Reliable
CR	16	0.821	Reliable

According to Table 6, all constructs had slightly different mean values. In each dimension, VCD is highly driven by informative aspects, CE is highly driven by sensory experience, and CR is highly driven by price insensitivity.

Table 7. Descriptive Statistic Analysis Results

Constructs	Dimension	Minimum	Maximum	Mean	Std. Deviation
VCD	VCD_Inf	3.00	5.00	4.4396	.49057
	VCD_Ent	2.00	5.00	4.4000	.50975
	VCD_Eng	2.50	5.00	4.3547	.52280
	VCD_Cre	2.00	5.00	4.4377	.49322
CE	CE_Sen	3.50	5.00	4.4434	.41811
	CE_Fee	2.00	5.00	4.3000	.56542
	CE_Thi	2.50	5.00	4.4000	.50975
	CE_Act	2.00	5.00	4.3094	.61122
	CE_Rel	1.00	5.00	4.3717	.60346
CR	CR_Wom	2.50	5.00	4.3830	.53077
	CR_Non	2.50	5.00	4.2642	.53126
	CR_Rep	2.00	5.00	4.3264	.55225
	CR_Pri	3.00	5.00	4.4509	.46000

4.2. Structural Equation Modeling (SEM) Analysis

Several model fit measurements are used in SEM analysis. Validity needs t-value of the factor loading and the standardized factor loading (SFL). Goodness of fit needs chi-square (χ^2), root mean square error of approximation (RMSEA) and goodness of fit index (GFI). Construct reliability (CR) and average variance extract (AVE) was run to measure reliability of indicators. The single factor model (SFM), oblique lower model (OLOM), and higher order model (HOM) analyses are investigated in this study. It provides alternatives of the interpretation data [49].

Table 8. Range Value for Model Fit Measurements

Measurement	Range	Remarks	Reference
Construct Validity	t-values	≥ 1.96	Valid
	SFL	≥ 0.3	Valid
Composite Reliability	CRealibility	≥ 0.7	Reliable

Hair et al. (2011)

Convergent Validity	AVE	≥ 0.5	Valid	
Structural Coefficient			n/a	
Normed Chi-Square	χ^2/df	< 3.00	Good Fit	Kline (2011)
		< 5.00	Close fit	
		≤ 0.01	Poor fit	
Root Mean Square Error of Approximation	RMSEA	> 0.01 or ≤ 0.05	Good Fit	MacCallum, Browne & Sugawara (1996); Kline (2011)
		≤ 0.08	Close fit	
Goodness-of-Fit Index	GFI	≥ 0.95	Good Fit	Miles & Shevlin (1998)
Standardized Root Mean Residual	SRMR	≤ 0.08	Good Fit	Hu & Bentler (1999)
		0	Perfect fit	
Comparative Fit Index	CFI	≥ 0.95	Good Fit	Bentler & Bonett (1980)
		≥ 0.90	Close Fit	
Normal Fit Index	NFI	≥ 0.95	Good Fit	Bentler & Bonett (1980)
		0.90–0.95	Marginal fit	
		≤ 0.90	Poor fit	
Non-Normed Fit Index/Tucker Lewis Index	NNFI/TLI	≥ 0.95	Good Fit	Hu & Bentler (1999)
Incremental Fit Indices	IFI	≥ 0.90	Good Fit	Bollen's (1989)

Source: [48, 50, 51]

4.3. Measurement Model Analysis

Table 9. VCD Measurement Model Analysis Results

Construct		SFM	OLOM	HOM
Item	Dimension	Factor Loading		
VCD 1		0.26	0.31	
VCD 2	VCD_INF	0.46	0.57	0.86
VCD 3		0.43	0.42	
VCD 4		0.44	0.57	
VCD 5		0.29	0.22	
VCD 6	VCD_ENT	0.25	0.19	0.73
VCD 7		0.44	0.33	
VCD 8		0.44	0.33	
VCD 9		0.51	0.46	
VCD 10	VCD_ENG	0.41	0.39	0.93
VCD 11		0.51	0.46	
VCD 12		0.46	0.45	
VCD 13		0.42	0.42	
VCD 14	VCD_CRE	0.41	0.39	0.89
VCD 15		0.33	0.31	
VCD 16		0.53	0.48	
CReliability		0.767	0.748	
AVE		0.176	0.166	0.734
SQRTA		0.420	0.408	0.857
χ^2		143.16	138.87	7.52
df		96	92	2
χ^2/df		1.491	1.509	3.760
p-value		0.00130	0.00116	0.02330
RMSEA		0.043	0.044	0.102
GFI		0.94	0.94	0.99
SRMR		0.053	0.052	0.017
CFI		0.95	0.95	0.99
NFI		0.87	0.88	0.99
NNFI		0.93	0.93	0.98
IFI		0.95	0.95	0.99

Table 10. CE Measurement Model Analysis Results

Construct		SFM	OLOM	HOM
Item	Dimension	Factor Loading		
CE2	CE_SEN	0.49	0.48	
CE3		0.54	0.52	0.99
CE4		0.38	0.38	
CE5	CE_FEE	0.34	0.31	
CE6		0.28	0.29	0.89
CE7		0.41	0.40	
CE8	CE_THI	0.62	0.64	
CE9		0.54	0.44	
CE10		0.34	0.32	0.83
CE11		0.35	0.27	
CE12	CE_ACT	0.43	0.42	
CE13		0.69	0.71	
CE14		0.61	0.61	0.91
CE15	CE_REL	0.43	0.44	
CE16		0.34	0.35	
CE17		0.67	0.64	
CE18		0.60	0.58	0.96
CE19		0.50	0.48	
CE20		0.56	0.55	
CReliability		0.844	0.833	0.964
AVE		0.233	0.220	0.893
SQRTA		0.483	0.469	0.945
χ^2		225.73	188.92	2.23
df		161	135	1
χ^2/df		1.402	1.399	2.23
p-value		0.00058	0.00152	0.13534
RMSEA		0.039	0.039	0.068
GFI		0.92	0.94	1
SRMR		0.05	0.048	0.0041
CFI		0.97	0.98	1
NFI		0.92	0.93	1
NNFI		0.97	0.97	0.99
IFI		0.97	0.98	1

Construct		SFM	OLOM	HOM
Item	Dimension	Factor Loading		
CR1	CR_WOM	0.37	0.38	0.95
CR2		0.42	0.43	
CR3		0.61	0.62	
CR4		0.56	0.56	
CR5		0.34	0.31	
CR6	CR_NON	0.40	0.39	0.94
CR7		0.40	0.39	
CR8		0.48	0.48	
CR9	CR_REP	0.54	0.48	0.91
CR10		0.58	0.55	
CR11		0.53	0.5	
CR12		0.59	0.49	
CR13	CR_PRI	0.38	0.35	0.88
CR14		0.5	0.48	
CR15		0.49	0.49	
CR16		0.46	0.45	
CReliability		0.816	0.811	0.958
AVE		0.222	0.217	0.852
SQRTA		0.471	0.466	0.923
χ^2		195.83	188.92	2.28
df		106	135	1
χ^2/df		1.847	1.399	2.28
p-value		0	0	0.13139
RMSEA		0.057	0.039	0.07
GFI		0.92	0.94	1
SRMR		0.059	0.048	0.0055
CFI		0.94	0.98	1
NFI		0.89	0.93	1
NNFI		0.93	0.97	0.99
IFI		0.94	0.98	1

Table 12. Hypotheses Testing Results

Constructs	Structural coefficient	t-value	Hypothesis test result
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VCD → CE	0.89	16.86	H1 ₀ is rejected and H1 ₁ is supported.
CE → CR	0.57	5.73	H2 ₀ is rejected and H2 ₁ is supported.
VCD → CR	0.33	3.36	H3 ₀ is rejected and H3 ₁ is supported.

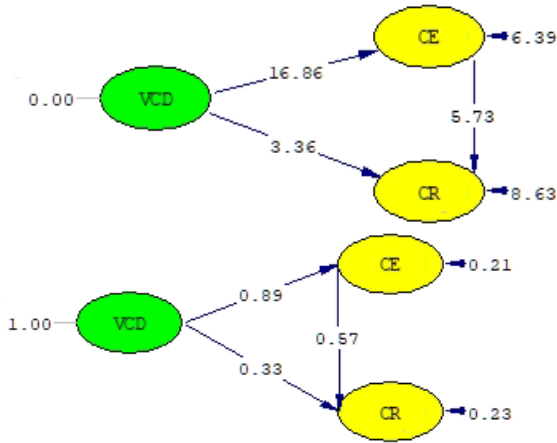


Figure 2. Model of t-value (left) and Structural Coefficient (right)

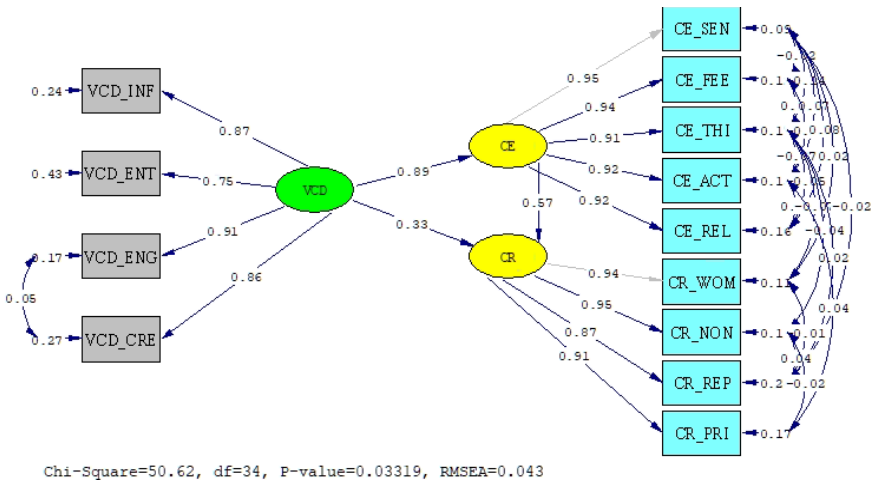


Table 13. Structural Equations and R-Square

Constructs	Structural Equations	R-Square
CE	0.89*VCD	0.79
CR	0.57*CE + 0.33*VCD	0.77

In Table 12, CE and CR have R-Square values 0.79 and 0.77. It indicates that VCD can strongly explain 79 percent of the variance. On the other hand, both VCD and CE simultaneously can strongly explain 84 percent of the variance in CR. R-Square will be regarded as weak if its value is 0.19 or lower [52].

Table 14. Overall Model Fit Analysis Results

Measurement		Results	Range	Remarks	Reference
Normed Chi-Square	χ^2/df	1.49	<3.00	Good Fit	Kline (2011)
Root Mean Square Error of Approximation	RMSEA	0.04	>0.01 or ≤ 0.05	Good Fit	MacCallum, Browne & Sugawara (1996); Kline (2011)
Goodness-of-Fit Index	GFI	0.97	≥ 0.95	Good Fit	Miles & Shevlin (1998)
Standardized Root Mean Residual	SRMR	0.01	≤ 0.08	Good Fit	Hu & Bentler (1999)
Comparative Fit Index	CFI	1	≥ 0.95	Good Fit	
Normal Fit Index	NFI	1	≥ 0.95	Good Fit	Bentler & Bonett (1980)
Non-Normed Fit Index/Tucker Lewis Index	NNFI/TLI	1	≥ 0.95	Good Fit	Hu & Bentler (1999)
Incremental Fit Indices	IFI	1	≥ 0.90	Good Fit	Bollen's (1989)

Source: [48, 50, 51]

Previous research discovered that this study had a good fit model from the model in the previous section. According to [48], three to four fit indices are often sufficient to demonstrate model fit. CFI, RMSEA, χ^2 , and *degrees of freedom* will frequently provide enough distinctive data to evaluate a model. Other studies show that the other

measurements such as GFI, SRMR, NFI, NNFI and IFI also support the model fit analysis. From Table 14 above, all eight fit indices are classified as a *good fit*.

Discussion

It was found that visual communication strongly influences the development of experience to retain the guests. The experience guests get from a clear message stimulates them to be part of the hotel. It can support hotel management to increase non-complaining behavior and word-of-mouth recommendations of their guests. With hotel products and services that guests recognize, they occasionally can recall the promotion while engaging in activities. Thus, they tend to choose the hotel as their first choice and promote it to their friends, families, and colleagues. Since it was shown that CR would have a greater indirect impact when supported by VCD through CE, it is important to consider what experience guests would get while creating any kind of visual promotion in the hotel area.

It is possible to utilize hotel promotion in both print and digital forms. The printed output may take the form of a poster on the hostess desk, a flier given by the front desk or in-house sales, or a banner near the lobby. Every printed VCD varies in price based on the quantity and the material. However, hotel management could alternate it by utilizing more in-room TVs or digital signages. Once they have digital media, printing expenses will go down. On the other hand, seeing VCD in digital form may give different experiences, thus greater attention should be taken in producing any visual message. A static image or video, color and resolution selections that may affect the comfort of visitors' eyes, layout selections or text size selections that may influence reading or legibility are some examples. Additionally, the management ought to offer interesting and informative visual messages that can affect visitors' experiences by describing the campaign in detail but also piquing their curiosity. Thus, it can raise awareness as well as maintain a guest's favorable mood. So that it can convince them of the excellence of the hotel and encourage them to stay again in the future. In hope, they will have favorable reviews and word-of-mouth recommendations, feel like a part of the hotel, and feel 'at home', which can encourage them to promote the hotel to their families or colleagues.

In-depth interviews with AH and FMS—two of the survey respondents—were conducted. According to the interview, VCDs that depict hotel goods and services leave a better impression on them. It is because VCD acts as a preliminary trigger for them to know about the hotel. Therefore, they may consider revisiting the hotel especially if the promotion/information is relevant to them. Accessing hotel promotion through social media platforms also enables them to stay updated while away from the hotel.

5. Conclusions and Recommendations

5.1. Conclusions

With delicate organizational issues like retaining customers in the highly competitive tourism sector, VCD might be one of ways for a hotel to thrive. Customers' perceptions

of VCD have a significant role in determining their experience, which may encourage them to revisit the hotel in the future. If a guest had a positive experience, there is a chance of recommending the hotel to others. They may exhibit CR characteristics such as positive word-of-mouth, non-complaining behavior, repurchase behavior, and price insensitivity. This is aligned to earlier research that discovered CR is significantly impacted by VCD [53, 54]. Due to the lack of related research in the hotel industry, this research provides current information to enrich the literature on CR and clarifies the significance of improving CR, which is strongly impacted by VCD when it is supported by CE. As a business hotel, the management may have broadened insight into the department's concerns when creating visual messages to advertise their hotel in the future.

5.2. Recommendation

This research, which is a descriptive and cross-sectional study, only analyzed 265 Millennial guests from selected three hotel brands in Tangerang, Indonesia at a particular period. A larger sample number might produce different outcomes. To generalize the findings, future research may find it intriguing to utilize the research model to examine another perception from a different industry or region. Reviewing and evaluating additional dimensions or variables that are correlated may become fruitful future studies.

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