

Abstract

Brand loyalty can in simple terms be described as a consumer tendency of partiality to a particular type of commodity. This research is aimed at identifying the significance of the psychological processes of consumers regarding developing strong brand loyalty, explore the connection on how the varying brand loyalty variables such as cognitive, affective as well as conative brand loyalty elements influence implicit and explicit brand loyalty. Also, to explain how consumer satisfaction in addition to customer delight affects cognitive, emotional, as well as conative product loyalty. Lastly, the research paper also develops a theoretical model in implicit and explicit types, and recommend the most preferable practice of brand loyalty in the hospitality industry.

Keywords: Brand loyalty; Customer Satisfaction; Customer Delight; Customer loyalty; Consumer behavior; Hospitality industry; Cognitive Brand Loyalty; Affective Brand Loyalty; Conative Brand Loyalty; Implicit Brand Loyalty; Explicit Brand Loyalty

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1. INTRODUCTION

1.1 Significance of the study

A product or service logo is commonly known as the brand is a symbolic identity that indicates its uniqueness to consumers. Branding is used by a company as its representation, portraying the worth of a particular commodity or service to the public in business. In today's business environment, companies focus on developing a well-established brand to ensure that they operate in a competitive edge. Excellent branding holds a crucial purpose in the attraction of new consumers as well as consumer loyalty retention. Since the hospitality industry is highly competitive, branding can help companies become more competitive, which is achieved by the production of quality variety and similarly addressing all needs of consumers from different market segments. A sustainable competitive advantage can be obtained by the adoption of long-term value-based branding strategies. Kim, Vogt, and Knutson (2015) state that sustainable competitive advantage is accomplished by developing a good consumer reputation, customer services, and loyalty among others.

Many companies today allocate high percentages of their resources to ensure that they provide high-value products and services consistently across all production processes. A good example is the Hilton Hotels ~~&~~ ^{and} Resort, which is the flagship brand for Hilton and among the largest hotel brands across the world. Hilton's fast growth rate is attributable technical innovations to enhance consumer experiences, a strong brand with 856,115 rooms in 105 countries, having exceptional experience (95 years in business), and employee retention (Bhasin, 2018). These factors have led to the achievement of customer loyalty, with approximately 71 million loyal customers in 2017 (Hilton Annual Report, 2017). Creating brand loyalty is critical because it ensures continuous support and higher cash flows. In addition to improving company

sales, brand loyalty minimizes costs because searching for new markets and consumers is more expensive compared to retaining existing customers (Kha, 2008). Brand loyalty in the hospitality industry focuses on improving customer's perceptions of consistent value, thus reducing risks (Kim, Vogt, and Knutson, 2015).

Brand loyalty is depended on the quality of a commodity that an organization offers to its customers. For instance, guests visiting a hotel develop their commitment towards the brand based on the unique experience and ambience they receive. It is, therefore, service and customer oriented form of business, which leads to the branding of hotels. Nam et al., (2011) claim that trademark loyalty influences firms in the achievement of competitive advantage and growth in profits and overall returns.

1.2 Aim and objective of this report

This study aims to understand the importance of brand loyalty and its impacts on the hospitality industry. The objectives of the this paper include:

- To identify the importance of the psychological processes of consumers regarding developing strong brand loyalty.
- To investigate the relationship on how the attitudinal brand loyalty variables such as cognitive, affective and conative brand loyalty components influence implicit and explicit brand loyalty.
- To explain how customer satisfaction and customer delight affect cognitive, affective, as well as conative brand loyalty.
- To develop a theoretical model in implicit and explicit brand loyalty; recommend the best practice of brand loyalty in the hospitality industry.

2. LITERATURE REVIEW

2.1 Theory of Brand Loyalty

Among the most commonly applied models of consumer brand loyalty is known as the four-stage loyalty framework explained in details by Oliver (1999). This model offers support to the utilization of sequential learning theory in studying brand loyalty. The 4-stage brand loyalty model and the implicit-explicit model focus on addressing the issues of product and service loyalty. Customer devotion is explained as their guarantee to repetitive purchasing or re-patronize desired services or products over and over again in the future, therefore causing repetitive purchasing regardless of marketing efforts and situational influences that can switch behaviour (Singh, 2012).

Oliver ⁽¹⁹⁹⁹⁾ further explains that loyalty consists of behavioral and attitudinal dimensions, whereby attitudinal dimensions have three phases namely cognitive, affective, as well as conative loyalty. The framework of brand loyalty presents a formation of attitudes which include emotion, cognition, and intentions (Tepeci, 1999). The framework hypothesizes that consumers of a brand first become loyal cognitively, graduate to affectively loyal and finally proceed to loyal cognitively. Thereafter, they are likely to portray loyal behavior defined as behavioral or action devotion. It is supposed that the loyalty of consumers is created progressively and identifiable chronological phases in direction of cognitive followed by affective then conative, and finally behavioral or action loyalty, meaning that consumer loyalty behavior commences as attitudinal loyalty, which eventually results in behavioral loyalty (Shoemaker & Lewis, 1999).

There is little research done on branding strategies compared to the digital market and customer behavior topics. The research paper seeks to elaborate on the branding loyalty by using analysis and gives ways in which the companies play an indispensable role in supporting brands.

It focusses more on customer loyalty. According to Abbas (2019), there exists a systematic and multichannel branding on the internet and other communication media, but online branding strategies seem to still be undeveloped in many occasions.

2.1.1 Cognitive, Affective and Conative Brand Loyalty

Evanschitzky et al. (2012), describes Cognitive brand loyalty as the faithfulness presented by customers towards a brand from its initial presentation. In Oliver's model, it is the first phase whereby the clients start developing loyalty to a brand by weighing if it satisfies their expectations. Here they may compare different brands in the market and will often get inclined to the best type.

Affective brand loyalty, on the other hand, is described by Kabiraj and Shanmugan (2011), as the optimistic view, stronger than that at the cognitive level that is usually developed to a customer through progressive use and satisfaction by a commodity or certain service. These affections are stronger and would take more time and efforts to convince a customer to change since they have developed over time. Some scholars, however, argue that with time, the affections can also change if clients discovered other brands that could be better than the previous ones. In such cases, Kabiraj and Shanmugan (2011), argue on the need for consistent improvement of the brand to win the strong competition in the hospitality industry.

Additionally, conative brand loyalty is another important element that needs to be employed in branding in the hospitality industry. According to Ting (2018), the conative factor is a description of all the behavioral aspects of customers who constantly purchase or use specific products or services. Studying customer behavior is important in business. Trends are essential in planning and ensuring maximum profits. The purchaser's intentions towards the brand are

determined by the trust in the brand type which is gained over time through its continuous use. Conative brand loyalty shows the ultimate commitment of customer interest in a brand. More explanations of the three factors are elaborated below in the concept descriptions.

2.1.2 Customer Delight and Customer Satisfaction

According to Ting (2018), among the well-liked subjects of studies that have gained popularity in the marketing field are the consumer delight influences as well as customer fulfilment on devotion. Wathigo (2016) presents that happiness and happiness are the feelings of disappointment or pleasure of a customer arising from comparing the performance of a brand relative to their expectations. Xiong, King, and Hu (2014) provide that overall customer delight and customer satisfaction be founded majorly on their experience when buying services or goods. They argue that it is both a process as well as emotional evaluation of comparing "pre-use expectation" and the "post-use supposed performance."

Two types of satisfaction that have been addressed are attribute-specific appreciation as well as total performance. On the one hand, attribute-specific appreciation focuses on comfort with a service or product or provider. Some scholars argue that consumer delight and choice are collective and transactional. In the context of aggregate recognition, consumer pleasure is explained as their assessment to a product or a service through their personal experiences in buying and using those (Yeboah-Asiamah et al., 2016). Therefore, consumer delight and pleasure are essential in determining the connection between implicit or explicit devotion.

Most companies in recent times have felt the need to use the internet to their advantage for many organizational practices. Some of the benefits are that the strategies pose to be cost-effective, have greater interactive advantages compared to the traditional methods and require

less time to reach the targeted audience. Although internet sales may not make the most significant percentage of all the sales in the businesses, it is the fastest growing avenue, and therefore organization should take advantage and utilize it (Abbas, 2019). Online shopping provides a variety of products, unique varieties as well as discounts which is the reason why people prefer it over other traditional methods of shopping. In the current times improving branding strategies has proved to increase client loyalty and satisfaction as opposed to the conventional techniques where prices of commodities were believed to be the sole moves to making sales. A multichannel branding strategy would need retailers to improve their services and online branding to ensure they give clients tailored exposure to their commodities and services

2.2 DEFINITIONS OF KEY CONCEPTS

2.2.1 Customer Satisfaction

It involves the psychological notion of pleasure as well as well-being resulting after getting a need a consumer wishes for and expects after a service or product delivery. Before buying and using a service or product, consumers always have expectations about the performance of the service or product. Upon purchase or using the service or product, if the result equals or is better than hope, it results in satisfaction (Nam et al., 2011). Otherwise, a customer experiences dissatisfaction, thus limited brand loyalty. Therefore, a marketing strategy focused on customer satisfaction improves customer brand loyalty, thus improving the positive image of the hotel brand. To achieve prosperity in the competitive hospitality industry, managers should focus on retaining the existing customers, which is cheaper compared to searching for new consumers (Kha, 2008).

Conventional branding strategies required that companies created the value of their products through persuasive offers an improved customer experience at the stores to keep a large customer base and retain them into their businesses (Mabkhot et al., 2017). Dominant companies had the advantage of making higher sales compared to future ones, and it was easy for them to remain competitive since they had customer loyalty most of the times. Internet branding has changed the way clients relate to the products. Conventional branding strategies have also become almost outdated on many occasions. With the online plan, it is possible for customers to engage with the brand which is helpful in the promotion of the commodities through sharing their experience with other members of the public. Customers have a path to a variety of products over the internet and can use the platform for their advantage by comparing the products quickly.

2.2.2 Customer Delight



In business marketing concept, consumer delight refers to the act of surprising the consumer by surpassing their expectations and therefore eliciting a positive emotional reaction, resulting in creating brand ambassadorship. A delighted consumer will market a brand through word of mouth by recommending a service or product to their friends. Customer delight directly influences the sales and profitability of a business since it helps to distinguish the company and its services and products from the competition. In the hospitality sector, consumer delight happens through the delivery of service or product itself, by accompanying standards, as well as by interaction with the personnel at the front line (Wang, 2011). However, the communication provides higher openings of creating consumer delight as it can be personalized to meet the specific preferences of a consumer. Consumer delight and consumer satisfaction go hand in hand in developing consumer brand loyalty (Nam et al., 2011).

When a Customer is delighted by a certain product, they develop expectations of such product or service, thus leading to the development of cognitive loyalty. Experience enhances value development, which in turn, prompts a customer to prefer a particular brand (Kha, 2008). After a brand satisfies the consumer expectations, definitely the chances of developing an emotional attachment increases, making the customer achieve affective loyalty. If a brand is able to satisfy the needs of a consumer and make them delighted, the probability of repurchasing goods and services from the same brand increases (Zarantello and Schmidt, 2010). Experiencing pleasure and going beyond a customer's expectations plays an essential role in determining brand loyalty.

Effective communication to the customers on different platforms about the brand values improves sales and positioning of the organization. Transactional sites are also vital since they provide brand engagement to the customers. Research showed that most multichannel retailers did not consider having transactional websites important hence failed to meet the standards of real fashion websites. Detailed information brand notes and variety of the commodity are also crucial in improving customer engagement which is something that most multichannel retailers missed out (Abbas, 2019). Online brand presence is also vital in gaining customer loyalty, and most successful in the hospitality sector make use of proper communication in their websites ensuring a two-way conversation between the clients and the shops at all times.

2.2.3 Cognitive Brand Loyalty

Cognitive brand devotion is constancy that is achieved through product or service presentation. From Oliver's framework, the cognitive type is described in the initial phase of loyalty development where consumers create value expectations as well as an inclination for liking a specific service or commodity as opposed to others from other companies. Consumer

judges on whether a brand meets their expectations based on the existing experience and information regarding the brand. Cognitive brand loyalty is superficial because it relies on unoriginal data concerning a commodity or a service. According to Yeboah-Asiamah (2016), when a consumer uses a brand regularly and does not get satisfaction, he/she is considered to be performing.

For a business to do well in the hospitality industry, it is important that they consider applying professionalism in the brand marketing processes. Many businesses have benefited from the use of the internet. The Internet marketing campaign is helpful in making the company grow (Mabkhot et al, 2017). The most important of the professional internet marketing technique is website conversion. It determines whether the customers will stay interested or attentive to the site when they find the business site on the internet. If the website is carefully set and the wordings of the website are carefully written and interesting a client will trust that the products and services too are good quality. The technique is important, and every business should not overlook it.

The business website should look as professional as possible. The headings and all images should be appropriate and eye-catching. All the writings on the website should be grammatically correct since customers tend to lose confidence in a company that would not even bother to correct the errors on a website. They will usually question the quality of the product and services of such a company. People want to deal with careful people, and their first impression always counts. Make sure you hire SEO writers. This tip is highly recommended by professional internet marketing. It is important especially for local marketing since the competition will be among many other similar companies. To make sure there is a difference in the marketing strategy it is important that you make use of the SEO writers (Tabish et al., 2017).

This way they will make sure that the results are found in the search engines. Many customers will often look for the results they want in the search engines. This means that if in most cases the search engines find the results as an individual site, the more it will attract new customers. To identify the site easily, you should always use keywords that will differentiate the business from many others. To find the location of the business include the zip codes, the community area, city and the state names so that the search engines can match the website information.

2.2.4 Affective Brand Loyalty

Affective holds the next stage in Oliver's ^(upw)structure. In this phase, the buyer develops an optimistic view of the brand based on progressive satisfaction. As opposed to cognition loyalty, affections are not easily changed. However, affective brand loyalty can be shifted to other brands. Various studies reveal that a substantial proportion of brand rebels are likely to have been amused by the previous brands (Zarantonello and Schmidt, 2010). Consequently, affective loyalty may not be a permanent condition. Thus an intense degree of commitment is expected, and the hotel brands need to strive to have more loyal buyers. Positive affectivity is defined as the optimistic expressions or emotions like joy and happiness while negative affectivity is pessimistic emotions of dislike. These two conditions affect how people relate to brand influence productivity. Customers with positive affectivity are likely to remain loyal as opposed to those with negative affectivity. Some of the ways to improve brand commitment by customers include; developing trust, having open communication from the organization, encouraging innovations, forming a strong teamwork culture that is goal-oriented, transparency and use of rewards and incentives (Mabkhot, 2016).

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2.2.5 Conative Brand Loyalty

This factor explores the behavioral intentions of the consumer to continue purchasing or using an individual service or product. It is the third phase in the framework and according to Oliver, it is limited to the behavioral intentions of the consumer. Consumer intentions are influenced by recurring occasions of positive emotions towards a brand. Conation defines the commitment of the consumer or their plan to buy a particular brand shortly (Yeboah-Asiamah et al., 2016; Liu et al., 2012).

According to studies, customer satisfaction increases with increase in age. Younger clients are likely to look for new varieties every now and then as opposed to older customers. Seniors are less likely to shift from one brand to another in search of satisfaction. On the other hand, product or service satisfaction may not be affected by being male or female. Higher brand quality levels lead to consumer satisfaction but may not be the only significant contribution. Providing a wide range of choices in the hospitality sector is also vital (Abbas, 2019). Offering a variety of brands to the customers from time to time is also a good way of making them learn something new and making them feel part of the success and cared for in the company. It is vital to give quality brands that are competitive in the market. Another tip to achieve customer loyalty is the use of different marketing tools. These marketing tools help track brand success. Google Analytics is mostly suggested by most online businesses as a very beneficial marketing tool. This marketing tool helps in tracking the number of customers who visit the website to give the accurate statistics to help the local business in coming up with good strategies for the company which leads in success in the hospitality industry. 2012).

2.2.6 Implicit Brand Loyalty

According to Asiamah et al. (2016), implicit loyalty is described as a measure of satisfaction as well as consumer delight that a customer develops on a particular brand. It is the consumer's mental representation of a brand and is affected by consumer experience with a specific product. Also, it is a function of the information represented in a consumer's memory. The impact of this factor depends on the degree of delight and satisfaction (Yeboah-Asiamah, 2016).

Maintaining open communication with customers about the brand at all times makes them feel more appreciated in the production. Open communication between managers and workers ensures that information is passed appropriately and in case there are issues to be addressed they are tackled immediately. Sharing information in the best way possible is an excellent way of improving understanding at work (Yeboah-Asiamah, 2016). Developed relationship customers ensure their satisfaction. Research shows that once customers are left with the mandate to make choices based on the available brands in the market, they always choose the best and most competitive.

An organization can also consider running a contest or promotion to the market for brand success. Usually, a free item in a contest is an excellent strategy in ensuring you create a buzz in business among the clients. This kind of promotion helps in building product awareness as well as the brands and results in the company support. It is advisable to stay true to the brand at all times to achieve the best results from the promotion (Asiamah et al., 2016). While quantity might be substantial in some cases, when it comes to promoting business in the social, quality is always crucial. With proper planning, great success from social promotion is highly achievable. First, there is a need to have clear rules and understanding the goals of the company. When the

expectations are clear for both the company and the customers, then confusion is minimized, and this helps in making everyone happy even after the contest. The contest should be developed with the aim of creating new leads and attracting new customers into the business. The new customer leads should be added to the business email list and also get engaged in the social profiles improving the brand awareness.

2.2.7 Explicit (Action) Brand Loyalty

definition first.

Explicit brand loyalty is predicted by a combination of impacts of implicit loyalty dimensions such as conative, affective, and cognitive. A precise brand is the actual or visible behavioral loyalty action of the consumer like constantly choosing to buy a specific commodity or accessing a certain service over time. Explicit type, on the other hand, is the final phase or stage in the Oliver brand loyalty framework, and it is a stage whereby the desire and intention in conative loyalty have transformed into actual loyalty actions or behavior (Dehghan et al., 2015). Also, the consumer is ready to act but is also prepared to conquer any possible hindrance that might stop them from getting the service or product to use the preferred brand. This phase prompts consumers to repurchase products and services from a specific brand.

Using the best marketing strategies is the best way to get a high listing in the hospitality industry. Promotion of the product or service for sale is a critical way to target more customers who may be interested in buying the brand. Marketing strategies to be used need to be professional and exceptional so that they are competitive in the industry. Regardless of the price of the brand, professionalism is significant, and of course, an expensive brand requires more attention in marketing. The main idea is usually to attract more customers in the business. Most clients prefer high-quality brands (Asiamah et al., 2016). The first impression is always vital in this business and if the presentation is excellent customers become interested to find out more.

The company that offers quality and valuable brands to its clients through outstanding performance always remain competitive and gains more profits in the market.

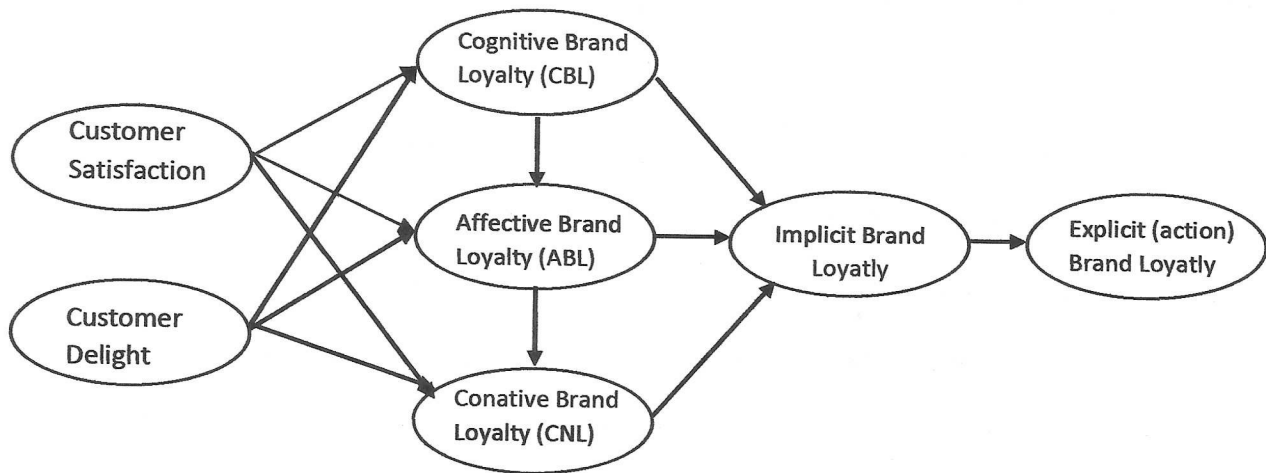
2.3 Development of a theoretical framework

~~Customer enjoyment and pleasure~~ lead to the formation of attitudes, including emotions, cognition, and intentions. This framework hypothesizes that customers of a brand first become loyal cognitively, then become affectively loyal, proceed to grow loyal cognitively, and eventually, they show loyalty behavior defined as behavioral or action loyalty (Rather & Sharma, 2017). It is supposed that the loyalty of customers is created progressively in identifiable chronological phase's namely cognitive variety loyalty, affective devotion, conative and finally action, meaning that customer loyalty behavior commences as attitudinal types, which eventually results in behavioral loyalty. These phases relate more to the personal decision-making strategy of a customer.

When good partnerships are created, the company stands a chance of beating a great advantage of increasing the product's sales as well as growing a more loyal customer base. Social promotion is normally achieved through the use of many strategies such as influencer marketing since posts can seamlessly be blend into the user's timeline at all times. This strategy is especially most effective compared to most others as it helps in acquiring new customers easily. Such strong relationships give the organization an opportunity to promote the e-commerce business effectively and not seeming like a sleazy salesperson. The idea generally becomes that the post may not be coming directly from the brand hence not showing any signs of being pushy. The influencers generally share their insights about the products to build awareness and trust among the customers (Rather & Sharma, 2017). Some, however, come in the organic format, but the fastest and easiest way to make use of the influences of the brand is through the use of the

sponsored content. Posts are generally paid for, and the best way to gain more customers on the social for the brand is making them seem as natural as possible without exaggerating the content. Posts ad mistake can cost the brand sale a big deal by making the customers lose trust.

Figure 1. The theoretical framework of this study



BEST PRACTICES

in Hospitality Industry.

In the current world, the Consumer Goods Sector continues to experience significant shakeup whereby new age business platforms in the sector have major transformations on both customers and the businesses. Most companies faced with this uncertainty prefer to invest resources so that they are in a position to transform their businesses. Having revenue model knowledge is of great help in identifying the growth of opportunities as well as cost optimization opportunities hence increasing the value given by the Hilton to the stakeholders. The R&P Research Industry Intelligence ensures there is historical data for the past fifteen years with a benchmarking interface that is easy to use for those in in-depth comparative business analysis (Prayag et al., 2017). In the hospitality sector, there are many varieties of companies that produce the same commodities. Telling people to buy other commodities other than what they are used to

is having them change their eating habits and cooking procedures which is hard. Therefore brand loyalty in the industry is essential in ensuring increased sales for an organization.

Different researches have concluded that developing and sustaining customer devotion while creating a good relationship with them is a significant commercial approach, particularly present in the hospitality sector. Variety loyalty consists of a complex concept and consequently is supposed to be a triple-dimensional construct that includes composite, attitudinal, as well as behavioral. In the hospitality industry, brand loyalty takes a different perspective, i.e., they mainly focus on building a strong brand for their businesses. Strong brand loyalty is developed over a long-term period, with experience being the key determinant (Prayag et al., 2017). Because of diverse and changing consumer needs, the hospitality industry faces challenges, particularly in retaining customers. To maintain the existing consumers, managers in the hospitality industry need to focus on factors like customer satisfaction, customer delight, cognitive, affective, conative, implicit and explicit variety devotion.

There are three successful examples of the hospitality brands, first is the Hilton Hotels & Resorts, Tim Hortons and Harvey's Canadian Chain restaurant all which have maintained their customer base and has been in operation for nearly a decade. Hilton Hotels & Resorts brand's success in achieving customer loyalty is attributable its vast experience in the business, provision of customers with quality services and products, which fulfil their needs, and unique ambience coupled with offerings and contemporary services (Hilton Annual Report, 2017). With over 91 million loyal customers and operations across the world, Hilton Hotels & Resorts has been able to achieve financial success. In 2018, Hilton was the ninth most valuable brands in the world with a BSI tally adding up to 82.39 as well as a product going at 6,330 (Bhasin, 2018).

Another strategy that Hilton has used over the years to strengthen its brand image is differentiation. Focusing on differentiation enables Hilton to target a particular segment of customers, where they can charge premium prices. In this context, managers should focus on ascertaining customer behaviors and attitudes towards a specific brand, on measuring the level of brand loyalty (Nam et al., 2011). Once the hospitality businesses have differentiated their brands, attitudinal measures become more significant in protecting the acquired share of the market since it provides early warnings for customers who may be contemplating about switching. Managers should be able to understand the needs of customers, which vary from time to time.

Another hotel that has managed to achieve great success through maintaining a large customer base is Tim Hortons in Canada. It is ranked as the best when it comes to customer loyalty in the region. Research shows that the company has managed to remain as the best performing in Canada for a long time and surveys show that they have managed to achieve customer delight for the consecutive years. Understanding customer preferences allow managers to be able to produce high-quality products and services, which can delight and satisfy customers (Nam et al., 2011). Through explicit (action) brand loyalty^{How}, the company has established a good reputation concerning the products among the elite customers and managed to conquer threats that initially affected sales when the company was still in its developing stages.

Additionally, Harvey's (www.harveys.ca) is also a famous Canadian chain restaurant offering good services and commodities to their clients through their brand. It is among the best in the region coming after Tim Hortons. Harvey's adopting the customer satisfaction strategy through engaging in the global market to reach their clients from different parts of the world. Adoption of the strategy became a great game-changer to the company and saw it make great profits in the hospitality industry (Dawson, 2014). Having a business analysis for an organization is a good

way to ensure that needs and the model for change are articulated and identified at all times. Harvey's is an organization that used conative brand loyalty to explore customer behaviors through benchmarking as a major starting point for business analysis. Consequently, the company understood the trends in the hospitality industry and were able to plan well making great profits in the following years. Business benchmarking has different levels that include Industry Benchmarking, Peer Benchmarking and Disruptors Benchmarking.

4. CONCLUSIONS AND FURTHER RESEARCH

4.1 Conclusion

A brand is a set of mental associations, held by customers that contribute to the supposed market value, and opinion that differentiates certain goods and services from the competitors. Brand loyalty, on the other hand, is a pattern of consumer behavior whereby buyers show devotion to purchasing a specific variety in the market and intend return buying for some time. Branding aims to attract new consumers and retain the existing ones, thus leading to the attainment of competitive advantage.

The hospitality industry is among the most competitive industries in the market business. As a result, companies in this industry focus on developing a brand that can satisfy diverse consumer needs. Having a larger customer base than the competitors means increased sales and growth of the company. Brand loyalty can be achieved by ensuring the customer needs are met and the varieties are improved to meet the expectations and the level of competition. It is essential to ensure that the customer's feedback is considered to know the required areas of improvement. Brand development takes place in four stages that include cognitive, affective, conative, and finally action devotion stage. The business aims in the hospitality sector can be achieved through increasing a variety of loyal consumer base, which is more profitable than

other marketing strategies such as promotional programs or price cuts. The hospitality industry is a well-developed industry; therefore, managers in the hospitality business should follow market-share gains as opposed to market-growth benefits. Further, companies in the hospitality industry should address the issue of differentiation. Differentiation enables a brand to target consumers with different needs, thus expanding the consumer base.

4.2 Limitations And Further Research

There are several limitations, which have been encountered in this research. First, the results used in this research are based on previous studies that used cross-sectional information; this shows that the conclusions made are only relevant in providing the explanation of the connection in the constructs being investigated but not a causal relation. Other findings are unreliable because some previous researches used low-quality measurements. The study also considered brand loyalty as multidimensional having both behavioral and attitudinal aspects; ^{ref} further research should investigate the ^{ref} underlying impacts of buyer variety commitment, satisfaction, and realization on different variety of devotion aspects. Lastly, a new study must be carried out to investigate other key factors of hospitality variety devotion like brand involvement, value, trust, attitude, as well as the brand experience. The aim of these further researches should be to find empirical evidence for the above-listed brand perspectives.

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