



Brand experiential value for creating integrated resort customers' co-creation behavior



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ABSTRACT

The integrated resort brand is examined by expanding the focus from gambling customers to general customers. A total of 500 data were collected in South Korea to examine the impact of the experiential value of customers on their co-creation attitude and behavior. Results indicate a variation in the impact of the four dimensions of experiential value (i.e., atmosphere, playfulness, return on investment, and service excellence) on co-creation attitude. Results also show that co-creation attitudes, namely, interaction, knowledge sharing, and responsive attitudes, influenced voluntary behavior toward a service brand. Given that previous studies on integrated resorts have mainly focused on the gambling sector, the current study identifies the potential determinants of customers' post-purchase attitude and behavior, which are rarely investigated. This study provides a guideline to motivate customers to develop an interactive and responsive attitude and participating behavior for tourism and hospitality service providers.

1. Introduction

The integrated resort is one of the rapidly growing tourism segments and has emerged as a prominent hotspot in tourism and hospitality research (Ali et al., 2016; Gao and Lai, 2015). Integrated resorts are travel destinations that attract gaming and non-gaming customers by providing multidimensional travel services, such as casinos, luxury hotels, restaurants, bars, showrooms, retail shops, and convention centers (Ahn and Back, 2018b). These resorts offer a variety of travel services and a wide range of customer segments, in which understanding customers' post-purchase behavior has become an increasing focus of academia and practitioners. In particular, the issue of how to improve customers' co-creation behavior is extremely important for tourism and hospitality service providers because it plays a crucial role in achieving sustainable growth (Grönroos, 2012). Historically, integrated resorts have focused their growth mainly on gaming, where the majority of revenue used to be generated. Given the substantial competition in various locations, including the domestic and international markets, integrated resorts cannot heavily depend on the gaming sector of business. Instead, integrated resort service providers have developed their non-gaming facilities (e.g., museums, theme parks, and luxury shopping centers) to retain their existing customers and to

attract new customers on the basis of current market needs.

Given the current shifting focus from gaming to non-gaming, several studies have suggested that brand management and brand marketing concepts are useful tools to understand customers' experiences, expectations, and loyalty, particularly because of the increasing complexity and substantial innovation of new resort concepts (Ahn and Back, 2018a, 2018c). Previous studies have specifically indicated that explaining customers' behavior using the brand perspective is useful because of the variety of services offered by integrated resorts. Hospitality and tourism academics and practitioners have acknowledged that customers choose brands that provide them with unique and memorable experiences (Ahn and Back, 2018a; Chang, 2018; Ren et al., 2016; Wu and Li, 2017). Consequently, the concept of customers' experience with a brand has become of immense interest to hospitality and tourism marketers. Customers' experience is associated with their perception of experiential value that is obtained after interacting with products or services. Schmitt (2010) suggested that experiential value is multidimensional and consists of the cognitive, affective, intellectual, and behavioral dimensions related to service experiences. Similarly, customers' perceived value with an integrated resort experience can be explained using a multidimensional concept (Mathwick et al., 2001). Ahn and Back (2018a) found that customers' sensory, affective, behavioral,

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and intellectual experiences lead to their strong and positive engagement and relationship with an integrated resort brand. Given the characteristics of the integrated resort industry, which emphasize non-gaming facilities (e.g., conventions, theme parks, entertainment shows, and retailing), examining customers' behavior by comparing recreational gamblers with problem gamblers (Back et al., 2011, 2015; Thorne et al., 2016) provides limited knowledge and insights into the usefulness of various types of experience to the general customers' behavior.

Customers' co-creation behavior has evolved further in the context of service (Shamim et al., 2016). Customers play multiple roles by sharing their experiences and ideas with other customers and service providers. Thus, customers' co-creation behavior is pivotal in the service industry to ensure a positive outcome and sustain active participation (Celata et al., 2017). Despite the popularity of integrated resort destinations, only a few studies have focused on customers' co-creation behavior. Thus, the present study contributes to filling in the gap between industry and academia by applying the multidimensional experiential value of Mathwick et al. (2001) to the integrated resort industry context. This study analyzes the links among the perceived experiential value associated with integrated resort experience, customers' co-creation attitude, and behavior formation using flow theory. In particular, the authors assume that the customers' perception of experience values is linked to their co-creation attitude using the four dimensions of experiential value, namely, aesthetic value, playfulness, return on investment, and service excellence. Accordingly, understanding the relative importance of multidimensional experiential values could help explain how such values interact with customers' voluntary attitude and behavior in the integrated resort setting.

2. Literature review

2.1. Theoretical background

In the tourism setting, Nusair and Parsa (2011) applied flow theory to examine the impact of control, cognitive enjoyment, and focus on customers' future attitude and behavior in the online travel setting. Flow theory has been extensively used to elucidate the role of customers' consumption experience in various settings, such as the service environment (Mathwick and Rigdon, 2004; O'Cass and Carlson, 2010). Csikszentmihalyi (1977) showed that flows are described as customers' perceptions related to effortless action and a sense that the experience is exceptional when compared to daily life. Moreover, flow is associated with an individual's psychological state (Moneta and Csikszentmihalyi, 1996) and can be stimulated by situational demands or stimulus (Celsi et al., 1993). Flow theory suggests that the level and value of experience are distinctly associated with customers' post-experience behavior. Hence, creating a compelling experience in the integrated resort setting is a desirable outcome for service providers and plays as an antecedent of customers' attachment toward a brand.

The relationship between flow and customers' satisfaction in service delivery has also been analyzed (Mathwick and Rigdon, 2004; O'Cass and Carlson, 2010). For online interactions, flow experience is closely related to customers' satisfaction with post-service experience (O'Cass and Carlson, 2010). Several theoretical arguments can be applied to support this position. From the customer perspective, customer co-creation refers to the joint process, in which customers and service providers mutually interact during value creation (Park and Ha, 2016). Customers' positive attitude toward co-creation can be considered the cognitive outcome of the flow experience with an integrated resort brand. Hence, the co-creation attitude is the result of the perception of service experience. Moreover, attitude and behavior result from the multidimensional experience delivered by integrated resort brands. The enjoyable and exciting experience from an integrated resort can be a positive intrinsic value. Intrinsic value is closely associated with the perceived fun, enjoyment, and playfulness of experience (Babin et al.,

1994). An integrated resort experience can lead to co-creation attitude and behavior by enhancing the intrinsic motivation of customers.

2.2. Customers' co-creation

Value co-creation has been consistently evaluated because of its association with opportunities and success (Cabiddu et al., 2013a,b; Prahalad and Ramaswamy, 2004). Recent customers are likely to play as actors who co-produce and co-create with companies compared with traditional customers with a passive attitude (Shamim and Ghazali, 2014). The concept of value co-creation, which is derived from the mutual interaction between customers and companies, plays a critical role in the service industry (Vargo and Lusch, 2004). Hence, "value" can be created by customers and companies. Studies have focused on value co-creation because it influences customers' behavior to enhance the performance of companies (Xie et al., 2008). The present study applied Shamim et al.'s (2016) co-creation attitude and co-creation behavior categorizations.

Previous studies have recognized the importance of experiential value in value co-creation (Shamim and Ghazali, 2014). Similarly, the authors suggested that co-creation attitude is influenced by the customers' perception of experiential value from the integrated resort experience. Aesthetic value, playfulness, return on investment, and service excellence are concepts involved in customers' co-creation attitude (e.g., interaction attitude, knowledge sharing, and responsive attitude). Gentile et al. (2007) also supported the relationship between customers' experience and value creation. Similarly, Shamim and Ghazali (2014) examined experiential value as an antecedent of customers' value creation.

2.3. Antecedents of customers' co-creation attitude

Perceived value has been well-documented in the marketing and retailing literature (Boksberger and Melsen, 2011; Leroi-Werelds et al., 2014; Petrick, 2002; Sweeney and Soutar, 2001; Yang and Peterson, 2004). Babin et al. (1994) developed hedonic and utilitarian value to understand customers' experience in the shopping environment. Sweeney and Soutar (2001) suggested multidimensional PERVAL scales, including emotional, quality/performance, social, and price/value dimensions, to measure customers' perceived value in the retail context. Experiential value has been theoretically developed in the consumer literature (Wu and Liang, 2009; Yuan and Wu, 2008). Studies on consumer behavior have evaluated perceived value by emphasizing its utilitarian and hedonic aspects (Okada, 2005; Ryu et al., 2010). Moreover, perceived value has been discussed in marketing as consequences (e.g., behavioral intention, customer satisfaction, and customer loyalty) and antecedents (e.g., experience quality) (Chen and Chen, 2010; Gallarza and Saura, 2006; Yang and Peterson, 2004). Gallarza and Saura (2006) applied Holbrook's typology to examine the impact of customers' perceived value on satisfaction and loyalty. Mencarelli and Lombart (2017) examined the links among perceived value, attitudinal loyalty, and behavioral loyalty in the retailing context. In the tourism and hospitality industry, researchers have analyzed the role of experiential value in creating customers' post-purchase behavior. In the restaurant setting, Wu and Liang (2009) determined that service-related factors, such as interaction with employees, result in customers' satisfaction via the creation of experiential value. Yuan and Wu (2008) identified the impact of experiential value (i.e., emotional and functional value) on customers' satisfaction toward the hospitality brand. Jamal et al. (2011) examined five dimensions of perceived value, namely, functional value-establishment, functional value-price, experiential value-interaction, experiential value, and emotional value, in the community homestay tourism setting. Laing et al. (2014) supported the understanding of experiential value to attract customers in the heritage tourism setting. Thus, customers' perceived value is identified as one of the important measures by academic researchers and

practitioners (Holbrook, 1999).

Given that the characteristics of tourism and hospitality services are complex and experiential, a multidimensional approach is useful in identifying influential determinants of customers' post-purchase behavior (Cao et al., 2018; Wong and Wu, 2013). The current study applied Mathwick et al.'s (2001) conceptualization because it has been widely supported and accepted in the service literature. Tsai and Wang (2017) examined the impact of four dimensions, namely, return on investment, service excellence, aesthetics, and playfulness, on customers' place image and behavioral intention in the food tourism setting. Chathoth et al. (2016) suggested that managing experiential value is critical in creating customers' engagement in the tourism and hospitality industry. This concept is consistent with previous studies, which suggest that brand engagement is determined by customers' sensory, affective, behavioral, and intellectual experiences with an integrated resort brand (Ahn and Back, 2018a). Mathwick et al. (2001) explained that customers' perceived experiential value is related to interactions from distanced appreciation or direct usage of products and services. The experiential value of an integrated resort brand is also related to customers' experiences before, during, and after consumption. Thus, exploring Mathwick et al.'s (2001) four dimensions of intrinsic atmosphere, playfulness, return on investment, and service excellence facilitates the full understanding of customers' experiential value in the integrated resorts context.

2.3.1. Aesthetics

Aesthetic value is defined as customers' pleasure originating from products or services, without considering utility (Holbrook, 1980). Customers value and reward the appearance and presentation of products or the service environment (Creusen and Schoormans, 2005). Holbrook (1999) highlighted the symbolic aspects of perceived value, such as fun-play and aesthetics. Aesthetic value is associated with personal feeling and emotions (Bamosy et al., 1983). Previous studies have examined important aesthetic attributes, such as color, shape, and style of products (Verzyer and Hutchinson, 1998) and services (Swanson and Horridge, 2006). Customers are likely to prefer products with the optimal combination of prototypic and novel (Hekkert et al., 2003). Moreover, aesthetic value is derived from hedonic impression and interpretation (Schmitt and Simonson, 1997).

In the tourism and hospitality industry, the perceived aesthetic value of interactions plays an important role in the decision-making of customers (Kirillova et al., 2014; Swanson and Horridge, 2006). Aesthetic value in the integrated resort setting can be created by a physical object, performance, visual appeal, and entertainment-related factors. Mathwick et al. (2001) explained that this value is derived from customers' perceived experience via the primary senses, including sight, hearing, taste, and touch, as well as from an intense effect or entertainment. These two types of experience can influence the positive valuation of experiences, such as satisfaction and positive affect (Mathwick et al., 2001).

H1. Atmosphere value of integrated resort experience influences the customers' interaction (1a), knowledge sharing (1b), and responsive attitude (1c).

2.3.2. Playfulness

Previous studies have examined the concept of playfulness (Sun and Zhang, 2006; Van der Heijden, 2004). Holbrook and Hirschman (1982) explained that the experiential view emphasizes customers' playful, enjoyable, and fun leisure activities in terms of understanding their consumption behavior. Thus, previous studies have focused on perceived playfulness as a hedonic value of services (Van der Heijden, 2004). Atkinson and Kydd (1997) suggested a positive impact of playfulness on the perceived entertainment of a website. Cheung et al. (2000) addressed the importance of playfulness, which is an intrinsic motivator of hedonic value. Playfulness has been investigated as the

antecedent of customers' attitude and behavioral intention to accept a certain technology (Kuo and Yen, 2009). In the integrated resort setting, customers perceive the value of playfulness, such as pleasure, fun, and enjoyment, when they engage in various entertainment experiences (e.g., shows and gaming).

The authors suggest that customers' perceived playfulness of the integrated resort experience is a critical factor that contributes to positive interaction, knowledge sharing, and responsive attitudes. Turel et al. (2010) argued that the recent development of technology provides an opportunity for an escape from daily tasks by engaging in playful activities (e.g., games using mobile applications) and enjoyment attitude (e.g., experience from an enjoyable website). Hence, a positive co-creation attitude will lead to strong co-creation behavioral intentions, such as participation and citizenship behavior.

H2. Playfulness value of integrated resort experience influences the customers' interaction (2a), knowledge sharing (2b), and responsive attitude (2c).

2.3.3. Customers' return on investment

Experiential value is related to customers' perceived value from their consumption experience (Keng and Ting, 2009). This parameter reflects service excellence, the aesthetic value of the service environment, playfulness, and customers' return on investment (Mathwick et al., 2001). Customers' perceived value of return on investment is associated with the utilitarian facets of a consumption experience, such as their economic, temporal, behavioral, and psychological investments, which are traded in return for consumption experience (Jin et al., 2013). In the integrated resort setting, the perceived utility of an integrated resort experience is compared to the invested resources, such as money, time, and effort. Many customers expect high utilitarian value because of their investment.

The impact of price fairness on customers' trust and satisfaction compared with service quality has also been determined (Kim et al., 2006). Chou (2009) argued that customers' experiential value is influenced by their evaluation of aesthetics, playfulness, service excellence, and return on investment elements of the experience. Thus, the perception of an unreasonable price negatively influences customers' attitude and behavior toward service providers. Hence, the authors suggest that a high level of customers' perceived return on investment from an integrated resort experience enhances their co-creation attitude and voluntary behavior toward a brand.

H3. Return on investment value of integrated resort experience influences the customers' interaction (3a), knowledge sharing (3b), and responsive attitude (3c).

2.3.4. Service excellence

Service excellence is the degree to which products or services fulfill customers' expectations (Keng et al., 2007). Customers' evaluation of services is related to the service excellence of experience. Mathwick et al. (2001) explained that customers' perceived service excellence is derived from the combined dimension of the extrinsic and reactive values. When customers experience self-oriented, reactive, and intrinsic values, they tend to have a high level of service excellence (Chou, 2009). In the integrated resort setting, the expertise of service employees, overall quality of service, and reliability of service performance can influence customers' evaluation of service excellence. Service excellence portrays inherently reactive responses, in which the consumer continues to admire a marketing entity for its capacity to serve as a means to a self-oriented end (Holbrook and Corfman, 1985). This dimensional value plays an ideal standard against which quality judgments are ultimately formed.

Service excellence reflects the superiority of tourism and hospitality service performance. Employee-oriented service (e.g., reliable, responsive, assured, and empathetic) and tangible features of an

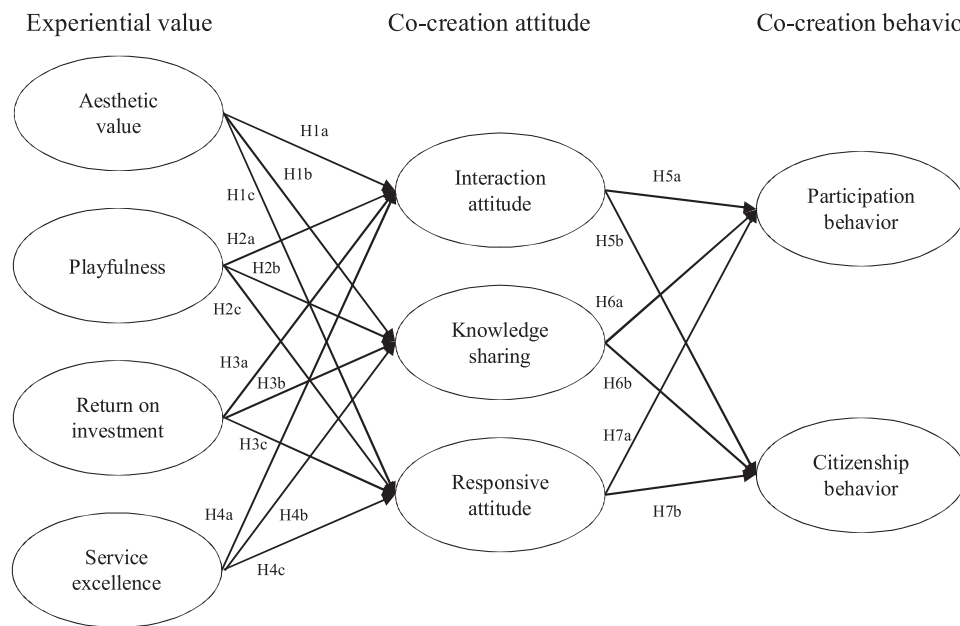


Fig. 1. A proposed research model.

integrated resort can enhance the service excellence of an integrated resort brand. This dimension of experiential value is likely to be a crucial factor in shaping customers’ attitude and behavior after consumption. Brady and Cronin Jr. (2001) suggested that when customers evaluate service quality, they tend to consider interaction with employees and brands, the physical environment of an integrated resort, and quality of outcome.

H4. Service excellence value of integrated resort experience influences the customers’ interaction (4a), knowledge sharing (4b), and responsive attitude (4c).

2.4. Consequences of customers’ co-creation attitude

Given the increasing competition among tourism and hospitality service providers, creating customers’ positive co-creation behavior is critical (Cabiddu et al., 2013a,b). Prebensen et al. (2013) suggested that customers’ perceived value of a destination is related to their post-purchase co-creation attitude. Yi and Gong (2013) suggested the two-dimensional constructs of co-creation behavior, namely, customer participation and customer citizenship behaviors. Participation behavior refers to customers’ information seeking and sharing, responsible, and personal interaction behaviors. Meanwhile, customer citizenship is beneficial for companies because it provides opportunities for the development of a high-level co-creation value by assisting other customers and brands (e.g., feedback, advocacy, helping, and tolerance). In the integrated resort setting, customers can obtain various benefits (e.g., an aesthetic museum, playful gaming, luxury service, and customized membership program) from an integrated resort brand experience. Customers’ interaction attitude is related to the willingness of customers to respond to a service brands’ influence. Given the relationship between customers’ perceived value and their post-purchase behavior, customers’ interaction with integrated resort brands can determine the former’s co-creation behavior.

H5. Customers’ interaction attitude toward integrated resort brand influences their participation (5a) and citizenship behavior (5b).

Identifying the set of critical variables is useful to describe the phenomenon and predict customers’ purchase behavior and co-creation attitude (Pini, 2009). In the tourism setting, customers’ knowledge sharing attitude is associated with their intention to share knowledge

with service providers. Customer citizenship behavior is the spontaneous behavior that is unnecessary for service delivery (Chiu et al., 2015), whereas participation behavior is the responsible behavior toward the duties for successful service delivery (Ennew and Binks, 1999). The authors proposed the relationship between customers’ knowledge sharing attitude and co-creation behavior.

H6. Customers’ knowledge sharing attitude toward integrated resort brand influences the customers’ participation (6a) and citizenship behavior (6b).

Responsive attitude is the customers’ positive response toward tourism or hospitality services (Shamim et al., 2016). In the hospitality and tourism setting, customers’ responsive attitude can enhance their behavioral intention, such as loyal behavior (Bui et al., 2015). Similarly, experiential value, including perceived aesthetic value, playfulness, return on investment, and service excellence, can influence customers’ positive response toward an integrated resort brand that leads to co-creation behavior. This positive responsive attitude leads to the formation of co-creation behavior, including participation and citizenship behaviors.

H7. Customers’ responsive attitude toward integrated resort brand influences the customers’ participation (7a) and citizenship behavior (7b).

The current research model is developed on the basis of the preceding theoretical support for the hypotheses (see Fig. 1).

3. Method

3.1. Data collection

To examine the proposed hypotheses, the authors conducted an online survey in July 2018 through “Macromill Embrain” (www.embrain.com), which is a highly ranked survey firm in South Korea with approximately 1.3 million panel members. The survey firm works with customers who have integrated resort experiences, regularly visit integrated resorts, and comment on their integrated resort stay in a survey. The survey firm sent e-mails to panel members who had experienced integrated resorts worldwide and recruited 629 integrated resort customers. They were informed of the background and information on the survey. Those who agreed with the consent form were

Table 1
Respondents' Profile.

	Estimate	Frequency	Percent (%)
Gender	Male	199	39.8
	Female	301	60.2
Marital status	Single	256	51.2
	Married	240	48.0
Age	Under 29	146	20.2
	30–39	218	43.6
	40–49	85	17.0
	Over 50	51	10.2
Education	High-school degree	22	4.4
	College degree	56	11.2
	Bachelor's degree	346	69.2
	Post-graduate degree	11	15.2

able to participate in the survey. All questions should be answered to ensure that no non-response bias will occur. Data were collected from July 9 to 13, 2018. The average response time was approximately 360 seconds. From the initial 629 survey forms, 129 were either incomplete or unreliable, while the remaining 500 were used for analysis. Among the 500 integrated resort customers, 39.8% were male and 60.2% were female. The majority of the respondents were below 49 years old (80.8%). Almost 70% of participants obtained bachelor's degree. Table 1 describes the customers' demographic profile.

3.2. Measurements

In the survey instrument, the participants were initially provided with a general definition, description, and popular examples of integrated resort brands. Thereafter, they were asked to answer a series of questions on their perception of experiential value (e.g., atmosphere, playfulness, return on investment, and service excellence), co-creation attitude (e.g., interaction, knowledge sharing, and responsive attitude), co-creation behavior (e.g., participation and citizenship behavior), and demographic information (e.g., age, gender, education, and income). The authors applied the reflective construct of experiential value developed by Ryu et al. (2012) and Mathwick et al. (2001). Co-creation attitude was adopted from Shamim et al. (2017). The consequences of co-creation attitude (e.g., customers' participation and citizenship behavior) were adopted from Yi and Gong (2013). A pilot study with graduate students and faculty in tourism and hospitality was performed to ensure face validity. The resulting feedback led to modifications of the survey items. The present study measured the aforementioned items using a 5-point Likert scale from 1 = "strongly disagree" to 5 = "strongly agree."

4. Results

4.1. Measurement model

This study employed partial least squares structural equation modeling (PLS-SEM) using the SmartPLS software. The reliability and validity of constructs using factor loadings, composite reliability (CR), average variance extracted (AVE), and correlation among constructs were tested (see Table 2). First, CR was examined to test the internal consistency (Werts et al., 1974). Table 2 shows that all CRs were above the minimum value of 0.7, thereby indicating internal consistent reliability. Second, convergent validity was measured through factor loadings and AVE values for the latent constructs. All factor loadings were above the minimum value of 0.7, while AVEs were above the minimum value of 0.5 (Bagozzi and Yi, 1988). These results confirm the convergent validity (see Table 2). Third, discriminant validity was evaluated by comparing the square root of AVE and correlations among the latent variables (Fornell and Larcker, 1981). In addition, all the Heterotrait–Monotrait matrix values were below 0.85. Table 3 shows

that the square roots of AVEs were higher than the correlations, thereby indicating the discriminant validity. A model fit was examined using R^2 for the latent endogenous variables. Chin (1998), suggested that R^2 ranged from 0.21 to 0.38, thereby indicating moderate model fit. Common method bias was examined by ensuring that all correlations among all the latent variables were below 0.90 (Pavlou et al., 2007).

4.2. Structural model

By using the PLS-SEM analysis (see Table 4), the inner model suggests that customers' perceived atmosphere value did not significantly influence their co-creation attitude, including interaction attitude (H1a: $\beta = 0.03$, $p > 0.05$), knowledge sharing (H1b: $\beta = -0.06$, $p > 0.05$), and responsive attitude (H1c: $\beta = -0.08$, $p > 0.05$). Thus, H1 is rejected. By contrast, playfulness value had a strong and positive influence on interaction attitude (H2a: $\beta = 0.19$, $p < 0.05$), knowledge sharing (H2b: $\beta = 0.18$, $p < 0.05$), and responsive attitude (H2c: $\beta = 0.16$, $p < 0.05$). Hence, H2 is confirmed. Moreover, the return on investment value of integrated resort experience significantly influenced the interaction attitude (H3a: $\beta = 0.40$, $p < 0.05$), knowledge sharing (H3b: $\beta = 0.41$, $p < 0.05$), and responsive attitude (H3c: $\beta = 0.35$, $p < 0.05$). Therefore, H3 is also accepted. Excellence of integrated resort service had a relevant effect on interaction attitude (H4a: $\beta = 0.13$, $p < 0.05$) and responsive attitude (H4c: $\beta = 0.16$, $p < 0.05$) not on knowledge sharing (H4b: $\beta = 0.09$, $p > 0.05$). Hence, H4 is partially supported. The results indicated that interaction attitude and responsive attitude significantly influenced participation behavior (H5a: $\beta = 0.23$, $p < 0.05$; H7a: $\beta = 0.35$, $p < 0.05$) and citizenship behavior (H5b: $\beta = 0.38$, $p < 0.05$; H7b: $\beta = 0.28$, $p < 0.05$). However, customers' attitude toward knowledge sharing did not positively influence their participation behavior (H6a: $\beta = 0.10$, $p > 0.05$) and citizenship behavior (H6b: $\beta = -0.18$, $p > 0.05$). Thus, H6 is rejected.

5. Discussion and implications

An increasing number of customers tend to prefer destinations where they can experience various types of tourism products and services. Tourism and hospitality brands attract numerous customers because of their diverse facilities, including gambling and non-gambling services. These companies need to focus on developing customers' co-creation behavior to achieve sustainable growth among competitors. The present study provides guidelines, in which experiential value can motivate customers to create interactive and responsive attitudes and participating behavior.

The results suggest that perceived playfulness, return on investment, and service excellence are important drivers of co-creation attitude. Contrary to a previous research, the atmosphere does not significantly influence the interaction, knowledge sharing, and responsive attitude toward the integrated resort brands. This phenomenon is due to the fact that typical integrated resorts are overcrowded and unimpressive. This type of atmosphere is less likely to influence customers' positive attitude and behavior. By contrast, customers who perceive a high level of fun, joyful, effective, and economic experience tend to interact with service providers, share useful information with other customers, and positively respond to integrated resort marketing activities. Knowledge sharing influences customers' co-creation behavior less substantially than interactive and responsive attitude. The reason is that co-creation behavior necessarily requires a merger of obtained knowledge from various sources. Moreover, knowledge sharing is influenced by other factors, such as level of knowledge, motivation to share, and personality. Customers' interaction and responsive attitude also lead to their voluntary behavior toward service employees and other customers.

Table 2
Summary of measurement and factor loadings for indicator reliability.

Variables	Mean (S.D.)	Item loading	Cronbach alpha	CR	AVE
Atmosphere (Ryu et al., 2012; Mathwick et al., 2001)	4.03(0.54)		0.76	0.85	0.58
This IR had attractive interior design and décor.		0.77			
The background music is pleasing.		0.76			
This IR was thoroughly clean.		0.78			
Employees are neat and well dressed.		0.74			
Playfulness (Ryu et al., 2012; Mathwick et al., 2001)	3.69(0.67)		0.72	0.84	0.63
Staying at this IR makes me feel like I am in another world.		0.70			
I get so involved when I stay at this IR that I forget everything else.		0.84			
I enjoy staying at this IR for its own sake, not just for the items.		0.84			
Return on investment (Ryu et al., 2012; Mathwick et al., 2001)	3.26(0.67)		0.81	0.88	0.64
Staying at this IR is an efficient way to manage my time.		0.80			
Staying at this IR makes my life easier.		0.81			
Staying at this IR fits with my schedule.		0.78			
This IR is a good economic value.		0.81			
Service excellence (Ryu et al., 2012; Mathwick et al., 2001)	3.68(0.77)		0.81	0.91	0.84
When I think of this IR, I think of excellence.		0.91			
I think of this IR as an expert it offers.		0.92			
Interaction attitude (Shamim et al., 2017)	3.24(0.78)		0.93	0.95	0.82
I like to interact with the IR's environment.		0.88			
I like to interact with the service providers for information seeking.		0.89			
I like to interact with other customers to get information regarding services.		0.87			
I like to interact with service providers to share information.		0.86			
Knowledge sharing (Shamim et al., 2017)	3.14(0.79)		0.86	0.92	0.78
I like to share knowledge with service providers.		0.87			
I like to involve in dialogue for knowledge sharing when service providers take initiatives.		0.92			
I am more attracted to involve in dialogue for sharing knowledge with service employees who are uniformed.		0.87			
Responsive attitude (Shamim et al., 2017)	3.25(0.78)		0.93	0.95	0.82
I like to respond positively when service providers seek my suggestions to improve its services.		0.89			
I like to respond positively when service providers get my opinion about the design of service environment.		0.90			
I like to respond positively when service providers involve me in the development of services.		0.94			
I like to respond positively when service providers take initiative to get my recommendations for innovation.		0.90			
Participation behavior (Yi and Gong, 2013)	3.60(0.55)		0.90	0.92	0.67
I performed all the tasks that are required.		0.74			
I adequately completed all the expected behaviors.		0.74			
I was friendly to the employee.		0.84			
I was kind to the employee.		0.85			
I was polite to the employee.		0.87			
I was courteous to the employee.		0.87			
Citizenship behavior (Yi and Gong, 2013)	3.31(0.57)		0.84	0.88	0.60
If I have a useful idea on how to improve service, I let the employee know.		0.78			
When I receive good service from the employee, I comment about it.		0.74			
I assist other customers if they need my help.		0.80			
I help other customers if they seem to have problems.		0.79			
I teach other customers to use the service correctly.		0.78			

Note. IR: Integrated resort, CR: Composite reliability, AVE: Average variance extracted.

5.1. Theoretical implications

The present study contributes to the existing tourism and hospitality brand management literature by examining the role of customers' experiential value in building their co-creation attitude and behavior. The findings highlight the importance of flow from the experience characteristics of integrated resort brands by specifically describing the

elements (Ahn and Back, 2018a) and how these elements are inter-related to predict customers' future co-creation attitude and behavior. Flow theory provides a conceptual framework to evaluate the relative effect of multidimensional experiential value on customers' participation and citizenship behavior. The proposed theoretical framework provides a useful construct in tourism service encounters. Moreover, this study contributes by identifying the unique characteristics (e.g.,

Table 3
Inter-construct correlations: Discriminant validity.

Construct	ATM	PLA	ROI	SE	IA	KS	RA	PB	CB
Atmosphere (ATM)	0.76	0.55	0.44	0.72	0.37	0.24	0.23	0.63	0.38
Playfulness (PLA)	0.40	0.79	0.65	0.55	0.56	0.51	0.45	0.47	0.49
Return on investment (ROI)	0.35	0.53	0.80	0.44	0.67	0.63	0.57	0.51	0.43
Service excellence (SE)	0.56	0.52	0.55	0.92	0.53	0.45	0.67	0.60	0.36
Interaction attitude (IA)	0.31	0.47	0.58	0.46	0.87	0.83	0.68	0.46	0.63
Knowledge sharing (KS)	0.20	0.42	0.53	0.37	0.80	0.88	0.63	0.37	0.63
Responsive attitude (RA)	0.20	0.40	0.49	0.39	0.69	0.73	0.91	0.44	0.65
Participation behavior (PB)	0.52	0.38	0.43	0.51	0.42	0.33	0.41	0.82	0.57
Citizenship behavior (CB)	0.31	0.39	0.36	0.32	0.55	0.54	0.58	0.50	0.78

Square root of average variance extracted (AVE) is shown on the diagonal of the matrix; inter-construct correlation is shown off the diagonal; HTMT value is shown in italic.

Correlations are significant at the 0.05 level.

Table 4
Results of the structural path model.

Path	Estimate	t-value	Results
Hypothesis 1a: Atmosphere → Interaction attitude	0.03	0.68	Not supported
Hypothesis 1b: Atmosphere → Knowledge sharing	−0.06	1.43	Not supported
Hypothesis 1c: Atmosphere → Responsive attitude	−0.08	1.86	Not supported
Hypothesis 2a: Playfulness → Interaction attitude	0.19	3.45	Supported
Hypothesis 2b: Playfulness → Knowledge sharing	0.18	3.84	Supported
Hypothesis 2c: Playfulness → Responsive attitude	0.16	3.01	Supported
Hypothesis 3a: Return on investment → Interaction attitude	0.40	7.28	Supported
Hypothesis 3b: Return on investment → Knowledge sharing	0.41	7.57	Supported
Hypothesis 3c: Return on investment → Responsive attitude	0.35	6.57	Supported
Hypothesis 4a: Service excellence → Interaction attitude	0.13	2.10	Supported
Hypothesis 4b: Service excellence → Knowledge sharing	0.09	1.56	Not supported
Hypothesis 4c: Service excellence → Responsive attitude	0.16	2.63	Supported
Hypothesis 5a: Interaction attitude → Participation behavior	0.23	3.47	Supported
Hypothesis 5b: Interaction attitude → Citizenship behavior	0.38	4.67	Supported
Hypothesis 6a: Knowledge sharing → Participation behavior	0.10	1.41	Not supported
Hypothesis 6b: Knowledge sharing → Citizenship behavior	−0.18	2.01	Supported
Hypothesis 7a: Responsive attitude → Participation behavior	0.35	6.57	Supported
Hypothesis 7b: Responsive attitude → Citizenship behavior	0.28	4.44	Supported

multidimensional) that distinguish integrated resort brands from traditional tourism and hospitality brands. Thus, this research contributes to the following four major areas of hospitality and tourism research: (1) experiential value, (2) co-creation attitude, (3) co-creation behavior, and (4) provision of guideline for tourism and hospitality service managers.

Experiential value in the retail setting is applied to the tourism and hospitality industry (Lee et al., 2017; Mathwick et al., 2001; Tsai and Wang, 2017; Wu and Liang, 2009; Yuan and Wu, 2008). Moreover, multidimensional experiential value concept has been examined in emerging service areas and integrated resorts (Ahn and Back, 2018d). In addition, the authors add novel insights into managing the importance of integrated resort experience by providing the framework to examine the relative impact of such an experience on customers' co-creation attitude and behavior. This study demonstrates the impact of co-creation attitude for tourism and hospitality, particularly interaction and responsive attitudes on participation and citizenship behaviors. Thus, extensive insights into brand marketing and management theory in the tourism and hospitality setting are provided. Given the increasing importance of customers' co-creation behavior, practical guidelines for service providers are also discussed to develop and maintain a positive customers' attitude and voluntary behavioral intention toward integrated resorts. The lack of studies directed at providing frameworks to explore customers' co-creation has prompted the present study to offer perspectives for the further investigation and incorporation of experiential value, co-creation attitude, and co-creation behavior.

5.2. Practical implications

The results of this study provide guidelines for service providers on how they can embrace customers' co-creation attitude and behavior. First, tourism and hospitality services should provide a playful, fun, joyful, effective, economic, and excellent experience to customers to improve their perceived experiential value. Therefore, brand marketers should combine service performance with customer interactions to create a holistic value experience for customers. This process makes "customer touch points" (Borucki and Burke, 1999) that are critical in creating valuable, rare, and hard-to-imitate service experiences for customers. However, this process is complex. Given the diversity of customers' attitudes and perceptions, the perceived experiential value requires a customer-centric service. Integrated resort employees should become flexible to create unique experiences for individual customers. Moreover, certain guidelines are suggested to how this flexibility can be achieved. Such factors as interaction dynamics, knowledge sharing, and responsive attitude are highly relevant to create participative behavior

and positive identification with the brand. Customers who enjoy their interactions with employees and other customers tend to share their experiences. This behavior ultimately leads to a positive effect on sharing the overall integrated resort experience. Hence, the customers become active in promoting the perceived experiential value towards others and participative in marketing activities.

This study also shows how integrated resort service providers can increase co-creation attitudes and behaviors with their customers. Customers' perceived experiential value plays a critical role. Thus, integrated resorts should consider how experiential value is created within their firms. For example, six senses provide a good example of how an experiential value labeled as "fun and quirky" is anchored within a firm's culture. Once established as a core value, such an "experiential culture" provides a frame of reference for all employees and allows them to become increasingly flexible and engage in creating unique customer experiences. This phenomenon allows firms to align their operations and structure with such experiential values and avoids constant monitoring and control of employees.

In addition, this study downplays the importance of the resort atmosphere for influencing customers' co-creation attitude. Instead of standardizing the "look and feel" of integrated resorts, each type of integrated resort experience may differ across countries, cities, and brands. Thus, service providers should monitor their experiential value to improve a low level of experience by their customers. If integrated resorts begin to understand their customers better, then they can customize the service experiences toward the customers' needs. Hence, the importance of managing customers' experiences and co-creation attitudes along with creating customers' co-creation behavior is highlighted as a prerequisite for brand success.

5.3. Limitations and future research

First, this study focused on the integrated resort brand to examine the possible antecedents and consequences of co-creation attitude. Thus, the findings can be limited in the integrated resort setting. Further studies can apply the proposed concept to other service industries, such as the cruise industry, theme park, sports, and meetings industry for further understanding. Second, the samples were limited to the South Korean perspective. Previous studies have suggested the role of customers' demographic variables in the brand-related behavior. Thus, future studies can expand the framework into different Asian countries. Cross-cultural case studies, interviews with integrated resort employees, and focus groups of integrated resort customers would be beneficial for future investigations. Lastly, the authors conducted an online survey to collect data. Although the online survey provides

practical benefits, it may be related to self-selection bias. For future studies, field experimental designs can effectively address self-selection bias.

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