

A Value - Based Segmentation Approach for Domestic Women Business Travelers

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Abstract

The study's objective was to explore how domestic women business travelers (DWBT) could be segmented using Kahle's list of values (LOV). It also sought to examine whether DWBTs residing in the 5-star hotels of Delhi and Gurugram (cities in the National Capital Region of India) differed in their profiles based on demographic and tripographic variables. Questionnaires were used for gathering data from 101 DWBT. Cluster analysis was performed for developing a typology of DWBTs by using a K-means non-hierarchical partitioning procedure. The results of the study showed that a value-based segmentation of DWBTs can be created based on the LOV methodology. The findings revealed the value of security as the strongest predictor for the DWBTs falling in the value intense cluster followed by the values of self-respect and warm relationship with others, and the value of a sense of belonging holds equivalent importance to both the clusters of women belonging to value intense and value moderate clusters. Both clusters did not differ significantly in terms of any of the demographic or tripographic variables. Implementing LOV in the hotel industry would help provide an accurate framework to the hotel managers for offering products and services customized according to the values and beliefs of DWBT.

Keywords : domestic women business travellers, list of values (LOV), cluster analysis, typology, hotel industry

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Values play a ubiquitous role in every aspect of human life while strongly influencing human behavior and attitudes (Rokeach, 1973). Imbibing values in marketing research allows a better understanding of consumer requirements as they provide an in-depth understanding of the nature of human needs (Kahle & Kennedy, 1988).

Personal values are associated with the hotel products and services consumed by a guest and play a vital role in shaping the overall customer experience (Dubé & Renaghan, 2000). Exceeding the expectations of the veteran business travelers requires an extensive cognizance of their specific characteristics for customizing hotel products and services (Weaver & Oh, 1993). Amongst the business travelers, an influential market comprising of the domestic women business travelers (DWBT) segment is on the rise, with needs different from mainstream male

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business travelers (Chee Hao & Har, 2014). A holistic experience with a perfect blend of hotel facilities, services, and amenities needs to be offered for satisfying women business travelers (Brownell, 2011). Hotels can enhance their market shares by tapping the potential offered by this key market segment (Gumaste, 2019).

Hoteliers need to have better market assessment capabilities while being proactive in guest management and engagement to offer appropriate hotel facilities to the guests that generate customer satisfaction (Bhatnagar & Dheeraj, 2019) while fulfilling their values (Nadkarni & Herrmann, 2010). Understanding values enable managers to perceive customer motivations, thereby permitting better performance and lucrativeness (Uy et al., 2010). Marketing efforts can be enhanced when in-depth information about the consumers can be obtained for whom the products and services are specially designed (Bagla & Khan, 2017). Women are found to be more inclined towards self-accomplished and purposeful life-based values than men, and value perceptions differ amongst the two genders (Bocheliuk et al., 2019).

The research questions of the study are:

➤ **RQ1.** Can DWBT be clustered using Kahle's list of values?

➤ **RQ2.** Is there any difference amongst the clusters of DWBT concerning the demographic and tripographic values?

This study aims to explore how domestic women business travelers (DWBT) could be segmented using Kahle's list of values (LOV). The objective is also to find if DWBTs residing in the 5-star hotels of Delhi and Gurugram (cities in the National Capital Region of India) differ in their profiles based on demographic and tripographic variables.

The research gap identified to conduct the study is that value-based empirical investigations have been conducted in the discipline of social and behavioral sciences, but scant and limited work has been pursued on implementing the LOV methodology in the hospitality sector. A more focused and intensive approach in the field of hospitality is required. There exists a need to pursue a research study on the rising travel market of DWBT as it will help create a profile and augment the vision of hotel managers.

Such a study has not been conducted in the context of the hospitality industry in India to the best of our knowledge, and it is a first study using the value-based segmentation approach on women hotel guests traveling for work, which makes its contribution significant. The findings reveal the value of security as the strongest predictor for the DWBTs falling in the value intense cluster followed by the values of self-respect and warm relationship with others, and the value of a sense of belonging holding equivalent importance in both the clusters of women belonging to value intense and value moderate clusters.

Defining Values

An understanding regarding values is pivotal to what directs consumer behavior. Values as a measure have been adopted in various cross-cultural studies (Beatty et al., 1991; Goldsmith et al., 1993; Shoham et al., 1998) to understand the divergence in customer conduct. Table 1 provides a glimpse into the definition of “values” as specified by various authors through their works.

Integrating values in marketing research by industry practitioners may empower them to understand the various consumer types they intend to target.

Measuring Consumer Values

An in-depth understanding of multiple methodologies is a prerequisite to studying and analyzing consumer

Table 1. Summary of Value Definitions

| Author (Year) | Definition |
|--------------------------------------|--|
| Manchiraju & Sadachar (2014) | Have a significant association with moral behavior, significantly associated with ethical style-based consumer behavior. |
| Conger (2012) | From an entrepreneurial perspective, values are important for understanding desires, motivations, and choices. |
| Cai & Shannon (2012) | Key determinants of customer behavior. |
| Brunso et al. (2004) | Set of rules used for inciting judgment about people, objects, and surroundings. |
| García-Álvarez & Lopez Sintas (2001) | Principles guiding the conduct while leading to take a stand concerning social issues and inspiring others. |
| Schwartz (1992) | Type of faith linked meticulously with affection, leading towards a particular behavior. |
| Schwartz & Bilsky (1987) | Perceptive exemplification of the biological necessities, synergetic need for relational synchronization, and a social urge for the well - being and existence of a group. |
| Vinson et al. (1977) | Rational fundamentals that arouse inspirational & interactive responses. |
| Williams Jr. (1979) | Commanding, influential forces determining individual opinions, intents, needs, and self-concept. |
| Kahle (1980) | The conceptual process stems from the personality and mindset of individuals. |
| Rokeach (1973) | Unique approach towards behavior, acceptable socially and personally, having lasting and ongoing credence. |

behavior. Values are characteristically evaluated through the usage of value analyses such as Rokeach's (1973) value survey (RVS), values and lifestyle segmentation survey or VALS (Mitchell, 1983), and Kahle's list of values or LOV (Kahle, 1983). Research studies underlying the concept of the means-end approach (Homer & Kahle, 1988) suggest that values serve as the ground for consumer decisions.

The RVS consists of 18 instrumental and 18 terminal values that can be rank-ordered. Mitchell (1983) developed the VALS methodology comprising of questions based on attitude and demographic constructs grounded on Maslow's hierarchy of needs (1954). Kahle (1983) established the LOV methodology for revealing consumer behavior through a set of nine values extracted from Rokeach's list of terminal values (1973) and the need hierarchy given by Maslow (1954).

Several methodological issues have been identified in implementing RVS and VALS measures. The LOV methodology is preferred for analyzing consumer behavior as it highlights the differences and similarities in their preferences better than the VALS approach. The VALS system relies more on descriptive constructs (Kahle & Kennedy, 1988) while not being extremely effective in analyzing consumer behavior (Beatty et al., 1985; Novak & MacEvoy, 1990). Also, causal analysis can be applied using the LOV methodology; whereas, RVS uses the ordinal, and the VALS system can be implemented using a nominal analysis. Cultural bias is also observed in the VALS approach as the questions designed were directed more towards the consumers in the United States (Kahle & Kennedy, 1988). The RVS is also criticized because listing the 36 values is a cumbersome process that makes it considerably challenging to administer compared with LOV (Kahle & Kennedy, 1988).

A Value-Based Approach in Hospitality

Mattila (1999) indicated that the structural ambiance of a luxury hotel plays an important role in shaping the value perceptions of a business guest. Prayang et al. (2017) portrayed that guest satisfaction plays a mediating role between the needs and return intention of customers visiting ethnic restaurants, the needs being shaped by

customer values. Guests' hotel selection behavior relies on the benefits sought and the fulfillment of their values (Dubé & Renaghan, 2000).

Hotel managers need to face the challenge of surpassing guest expectations (Hussain & Khanna, 2016). Every interaction between the guest and service provider either results in enhancement or lessening of value in their relationship. Managers need to be proactive in recognizing the value drivers for guests and should possess the skill to transform operational aspects in a manner that leads to the fulfillment of those values.

Women travelers have values that differ from their male counterparts. To be well respected, to possess a warm relationship with others, security, and self-esteem are the travel-related values impacting the selection decision of women (Meng & Uysal, 2008). Women business travelers have divergent needs (Gumaste, 2019), and since values are the key determinants of consumer needs (Cai & Shannon, 2012), hotel managers should emphasize understanding the values of DWBTs to have an in-depth understanding of their purchase and selection behavior.

LOV Methodology

The LOV methodology given by Kahle (1983) is a set of nine values that possess internal (excitement, self-fulfillment, fun and enjoyment of life, sense of accomplishment, self-respect) as well as external dimensions (sense of belonging, security, being well - respected, warm relationship with others) (Homer & Kahle, 1988). The external/instrumental values establish the vitality of interpersonal associations, whereas internal/terminal values are associated with an individual's inner self.

The LOV measure has been used in various consumer-oriented markets oscillating from garments in the retail sector (Kim et al., 2002; Kim, 2005) to organic food products (Chryssoidis & Krystallis, 2005); for determining mall shopping behavior (Shim & Eastlick, 1998; Swinyard, 1998); in the field of sports (Kurpis et al., 2010); internet (Schiffman et al., 2003); to understand consumer decision-making styles (Yilmaz et al., 2016); planning events; and in the field of tourism (Gration & Raciti, 2014) and hospitality (Badghish, 2016; Prayang et al., 2017; Wen et al., 2014). LOV has been used for segmenting customers (Marchand & Khallaayoune, 2010) as well as studying values in association with other variables (Nagy et al., 2012).

Methodology

The study adopts a mixed-method research design as it offers an all-inclusive understanding of the complexities related to the concept of social phenomenon (Caracelli & Greene, 1997). We have tried to elucidate various facts based on logic and reasoning while making an attempt to explore the LOV measure for clustering DWBT, resulting in an amalgamation of exploratory and explanatory research design. Statistical analysis and data interpretation impart a quantitative aspect to the study (Kothari & Garg, 2014).

Total purposive sampling was adopted to select the 5-star hotels in Delhi and Gurugram. For gathering data related to the 38 listed 5-star hotel properties, the National Integrated Database of Hospitality Industry in India was accessed. Delhi and Gurugram are considered as the empirical sites for the study as these are a part of the National Capital Region of India and possess a substantial inventory of branded 5-star hotels. Furthermore, Gurugram has also been recognized as a well-known commercial hub in Northern India (Khanna & Tyagi, 2019). Management of the 5-star hotels was approached to explicate the research objective to obtain their consent to participate in the study. Only 15 5-star hotels agreed to participate in the study. Maintenance of anonymity in the research helped in the acquirement of consent to administer the survey to the DWBTs residing in the participating hotels. The DWBTs selected using the convenience sampling technique were approached in the hotel lobby and other convenient public area locations within the hotel premises. Few women business guests opted to take the survey and returned the same to the hotels' front desks afterward. Initially, out of 324 questionnaires distributed to

DWBs, only 136 were received, indicating an initial response rate of 41.9%. However, the valid data set featured only 101 DWBs (representing a valid response rate of 31.17%) because of incomplete and unusable responses. As reported by Saunders et al. (2012), 31.17% of the responses were deemed to be sufficient for statistical investigation. The questionnaires were gathered from August 2020 till April 2021.

The questionnaire comprised of 19 questions exemplifying DWBs according to (a) nine statements developed based on Kahle's LOV (1983) relating values with business travel, (b) socio-demographic, and (c) tripographic variables. The scale adopted in the study has been derived from previous literature. The questions about LOV statements were measured on 5-point importance Likert-type scale with end-points: "1: *very unimportant*" and "5: *very important*." The questionnaires were content validated by eight hospitality experts from academia and the industry. Following the review, changes were integrated into the questionnaire for better clarification of statements and elimination of ambiguity in the questions according to their recommendation. Reliability calculated using Cronbach's alpha was analyzed to be 0.738, indicating internal consistency amongst the items on a scale, thereby confirming the aspect of reliability.

Cluster analysis was applied to segment the DWBs based on values as expressed by Kahle (1983) using SPSS version 23.0. Cluster analysis segregates entities or items into clusters in such a manner that homogeneous individuals are grouped in the same cluster while heterogeneity exists amongst clusters. The method is frequently adopted to segregate the data into related, natural categories. A sample of 101 DWBs was considered sufficient

Table 2. Sample Characteristics

| Variable | Valid Percent | | |
|-----------------------------------|---------------|--------------------------------|------|
| Age | | 3 – 4 days | 44.6 |
| 25 – 35 | 56.4 | 5 – 6 days | 4.0 |
| 36 – 45 | 22.8 | Trip Purpose | |
| 46 – 55 | 17.8 | Attending Meetings/Conferences | 36.6 |
| 66 & above | 3.0 | Project & Job Visits | 15.8 |
| Marital Status | | Marketing Promotions | 5.0 |
| Single | 26.7 | Corporate Events | 20.8 |
| Married | 71.3 | Others | 21.8 |
| Separated | 1.0 | Designation | |
| Prefer not to disclose | 1.0 | Top Management | 21.8 |
| Educational Qualifications | | Middle Management | 67.3 |
| Graduate | 27.7 | Lower Management | 10.9 |
| Post Graduate | 67.3 | Type of Establishment | |
| Doctoral Degree | 5.0 | Government | 8.9 |
| Travel Frequency | | Semi-Government | 5.0 |
| Once a month | 66.3 | Private | 86.1 |
| Twice a month | 19.8 | Salary (Per Month) | |
| Thrice a month | 8.9 | ₹ 35,000 – ₹ 50,000 | 35.6 |
| Five and above | 5.0 | ₹ 50,001 – ₹ 75,000 | 31.7 |
| Stay Duration | | ₹ 75,001 – ₹ 100,000 | 23.8 |
| 1 – 2 days | 51.5 | More than ₹ 100,000 | 8.9 |
| | | Expenditures Endured By | |
| | | Company | 71.3 |
| | | Self | 28.7 |

for the study since there is no generally established guiding principle concerning minimum sample sizes or the association amidst items and the number of grouping variables used (Dolnicar, 2003; Siddiqui, 2013). The descriptive statistics of the sample are highlighted in Table 2.

Data Analysis and Findings

Segmentation Based on the LOV Methodology

Cluster analysis was performed on nine variables to develop a typology of the DWBTs by using a K-means non-hierarchical partitioning procedure. This technique of cluster analysis relies on determining to extract a fixed number of clusters. Elements are moved amidst clusters in such a way so that elements falling in the same cluster are as analogous as probable and elements among the clusters as diverse as probable (Shukla & Naganna, 2014).

A K-means non-hierarchical partitioning procedure resulted in a two-cluster solution, with Cluster 1 incorporating 46 respondents (46 %) and Cluster 2 comprising 55 respondents (54 %). The mean values of the items for each cluster (Table 3) were used to construe and allocate labels to the clusters. The first cluster was categorized as 'Value Intense,' and the second cluster was categorized as 'Value Moderate.'

We adopted multiple discriminant analysis to assess the strength of the nine dimensions used in the study to classify the DWBTs. This method also helped verify the accuracy of the categorization of the DWBTs into two clusters. While performing the analysis, the option of leave-one-out cross-validation was preferred, as with this option, the discriminant model is re-evaluated as many times as per the number of respondents in the sample. This helps impart robustness to the analysis in which every responder turns out to be a holdout (Malhotra & Dash, 2011).

An Eigenvalue of 2.503 is found to be related to the function accounting for 100.0% of the explained variance. The canonical correlation for the discriminant function is .845, significant at $p < .001$, the square of the canonical relation being .714 (elucidating 71% of the variance), thereby demonstrating the existence of a significant association between the discriminant scores and the clusters (Table 4a, Table 4b). The importance of each of the nine aspects is found using the Wilks' lambda and the univariate F - test. The function is construed based on the standardized function coefficients (Table 5). Security is the strongest predictor, whilst self-respect is the next significant predictor, followed by a warm relationship with others. Function 1 has a large coefficient for security. The functions at group centroids (Table 6) point out that the value intense cluster has superior values on Function 1 ; 96.0% of the respondents are effectively categorized using the discriminant function.

Table 3. Mean Comparison of Value Factors by Clusters

| | Cluster 1 (Value Intense) | Cluster 2 (Value Moderate) |
|-------------------------------|---------------------------|----------------------------|
| Sense of belonging | 4.3 | 4.2 |
| Excitement | 4.3 | 3.6 |
| Warm relationship with others | 4.1 | 3.4 |
| Self-fulfillment | 4.7 | 4.4 |
| Being well respected | 4.6 | 4.1 |
| Fun and enjoyment of life | 4.3 | 3.7 |
| Security | 4.4 | 3.3 |
| Self-respect | 4.6 | 3.7 |
| Sense of accomplishment | 4.9 | 4.5 |

Table 4a. Summary of the Result of Discriminant Analysis – Eigenvalues

| Function | Eigenvalue | % of Variance | Cumulative % | Canonical Correlation |
|----------|--------------------|---------------|--------------|-----------------------|
| 1 | 2.503 ^a | 100.0 | 100.0 | .845 |

Note. ^a First 1 canonical discriminant function was used in the analysis.

^b 96.0 % of thee cross-validated grouped cases correctly classified.

Table 4b. Summary of the Result of Discriminant Analysis – Wilks' Lambda

| Test of Function(s) | Wilks' Lambda | Chi-square | Df | Sig. |
|---------------------|---------------|------------|----|------|
| 1 | .285 | 118.477 | 9 | .000 |

Table 5. Standardized Canonical Discriminant Function Coefficients

| | Function |
|-------------------------------|----------|
| | 1 |
| Sense of belonging | -.091 |
| Excitement | .387 |
| Warm relationship with others | .454 |
| Self-fulfillment | .156 |
| Being well-respected | -.108 |
| Fun and enjoyment of life | .391 |
| Security | .644 |
| Self-respect | .461 |
| Sense of accomplishment | .417 |

Table 6. Functions at Group Centroids

| Cluster Number of Case | Function |
|------------------------|----------|
| | 1 |
| 1 | 1.713 |
| 2 | -1.433 |

Note. Unstandardized canonical discriminant functions evaluated at group means.

LOV and External Variables

Clusters and demographic and tripographic variables were subjected to cross-tabulation to describe the clusters (Table 7). The chi-square test is used to analyze any association between the clusters and external variables (demographic and tripographic). The analysis is conducted using SPSS statistical software (version 23), and for

Table 7. Cluster Comparison – Demographic & Tripographic Variables

| Demographic & Tripographic Variables | Cluster 1 (Value Intense) N = 46.0 (46%) | Cluster 2 (Value Moderate) N = 55.0 (54%) | Chi - Square Test |
|---|--|---|------------------------------|
| Age Group | | | |
| 25 – 35 | 25 54.35% | 32 58.18% | $\chi^2 = .662$ $p > .05$ |
| 36 – 45 | 12 26.09% | 11 20.00% | |
| 46 – 55 | 8 17.39% | 10 18.18% | |
| 66 & above | 1 2.17% | 2 3.64% | |

Marital Status

| | | | | | |
|------------------------|----|--------|----|--------|------------------|
| Single | 12 | 26.09% | 15 | 27.27% | $\chi^2 = 1.768$ |
| Married | 34 | 73.91% | 38 | 69.09% | $p > .05$ |
| Separated | 0 | 0.00% | 1 | 1.82% | |
| Prefer not to disclose | 0 | 0.00% | 1 | 1.82% | |

Education

| | | | | | |
|-----------------|----|--------|----|--------|-----------------|
| Graduate | 13 | 28.26% | 15 | 27.27% | $\chi^2 = .071$ |
| Post Graduate | 31 | 67.39% | 37 | 67.27% | $p > .05$ |
| Doctoral Degree | 2 | 4.35% | 3 | 5.45% | |

Designation

| | | | | | |
|-------------------|----|--------|----|--------|------------------|
| Top Management | 13 | 28.26% | 9 | 16.36% | $\chi^2 = 2.232$ |
| Middle Management | 29 | 63.04% | 39 | 70.91% | $p > .05$ |
| Lower Management | 4 | 8.70% | 7 | 12.73% | |

Type of Establishment

| | | | | | |
|-----------------|----|--------|----|--------|-----------------|
| Government | 4 | 8.70% | 5 | 9.09% | $\chi^2 = .964$ |
| Semi Government | 2 | 4.35% | 3 | 5.45% | $p > .05$ |
| Private | 40 | 86.96% | 47 | 85.45% | |

Salary (Per Month)

| | | | | | |
|----------------------|----|--------|----|--------|-----------------|
| ₹ 35,000 – ₹ 50,000 | 14 | 30.43% | 22 | 40.00% | $\chi^2 = .778$ |
| ₹ 50,001 – ₹ 75,000 | 16 | 34.78% | 16 | 29.09% | $p > .05$ |
| ₹ 75,001 – ₹ 100,000 | 12 | 26.09% | 12 | 21.82% | |
| More than ₹ 100,000 | 4 | 8.70% | 5 | 9.09% | |

Expenditure Endured By

| | | | | | |
|---------|----|--------|----|--------|-----------------|
| Company | 33 | 71.74% | 39 | 70.91% | $\chi^2 = .008$ |
| Self | 13 | 28.26% | 16 | 29.09% | $p > .05$ |

Travel Frequency

| | | | | | |
|----------------|----|--------|----|--------|------------------|
| Once a month | 25 | 54.35% | 42 | 76.36% | $\chi^2 = 6.743$ |
| Twice a month | 11 | 23.91% | 9 | 16.36% | $p > .05$ |
| Thrice a month | 7 | 15.22% | 2 | 3.64% | |
| Five and above | 3 | 6.52% | 2 | 3.64% | |

Stay Duration

| | | | | | |
|------------|----|--------|----|--------|------------------|
| 3 – 4 days | 17 | 36.96% | 28 | 50.91% | $\chi^2 = 2.910$ |
| 5 – 6 days | 3 | 6.52% | 1 | 1.82% | $p > .05$ |
| 1 – 2 days | 26 | 56.52% | 26 | 47.27% | |

Trip Purpose

| | | | | | |
|------------------------------------|----|--------|----|--------|------------------|
| Attending Meetings /Conferences | 16 | 34.78% | 21 | 38.18% | $\chi^2 = 2.852$ |
| Project & Job Visits | 8 | 17.39% | 8 | 14.55% | $p > .05$ |
| Marketing Promotions | 4 | 8.70% | 1 | 1.82% | |
| Corporate Events | 9 | 19.57% | 12 | 21.82% | |
| Others | 9 | 19.57% | 13 | 23.64% | |

group comparisons, a $p < 0.05$ is considered statistically significant. The analysis from the computation of chi-square difference shows that the two clusters of DWBTs do not differ significantly based on the demographic and tripographic variables as the p -value is greater than 0.05.

Discussion and Conclusion

Value-based products help consumers attain experiential satisfaction since marketers can understand consumer inclination towards a particular brand or product in a superior manner (Kahle & Xie, 2008). Recognizing the drivers of selection and purchases by women customers will enable brand marketers to design profitable advertisement and communication strategies (Singh & Nigam, 2021).

Since the market of DWBTs is not homogeneous, hospitality marketing professionals must reconnoiter the values portrayed by their hotel brand, products, and services. Understanding the situational and individual differences prevalent amongst the various typologies of DWBTs will assist in the understanding of value-based requirements in an in-depth manner.

This study segments the DWBTs staying in 5-star hotels of Delhi and Gurugram using a value-based segmentation approach. Two different types of guest segments are identified amongst the DWBTs. In examining the typology of DWBTs, the value intense cluster differs from the value moderate cluster in terms of all the values except the 'sense of belonging.' The value intense cluster of DWBTs is characterized by those who considered the values of 'excitement,' 'warm relationship with others,' 'self-fulfillment,' 'being well respected,' 'fun and enjoyment of life,' 'security,' 'self-respect,' and 'sense of accomplishment' as more important when compared to the 'value moderate' cluster. Interestingly, the clusters do not differ significantly in terms of any of the demographic or tripographic variables. The value of security has been identified as the strongest predictor for the DWBTs falling in the value intense cluster, followed by the values of self-respect and warm relationship with others. The value of the sense of belonging holds equivalent importance to both the clusters of women. The study results are concurrent with Bocheiliuk et al. (2019), who stated that women in senior positions prioritized maintaining the value of security. The research findings also coincide with those of Meng and Uysal (2008), who concluded that hotel selection decision by women is reliant on travel-related values of being well respected, warm relationship with others, security, and self-respect. Mattila (1999) proposed that the value of warm relationships with others and self-respect are significant to business travelers staying in luxury hotel properties.

The DWBT is a leading guest market segment that holds remarkable potential for hotels. Using LOV can not only help segment this particular market but also help hospitality marketers design novel innovative products that are apt and have a perfect fit according to their values and ideologies. The LOV methodology, because of its predictive capacity of a customers' daily life and easier administration technique, is found appropriate for putting into practice in the hospitality sector. It will also help achieve greater guest satisfaction, consequently impacting guest retention and increased profitability.

Theoretical Implications

Academicians and industry practitioners can embark on first-hand surveys using the LOV to broaden their knowledge and views. The logical value of the research is the advancement of an analytical process that allows identifying value-based gender-specific features in management activities. The LOV measure is mostly robust, suitable, valid, and an excellent tool for the marketing department because of its parsimonious nature and easier application. The LOV concept can be incorporated with the means-end theory as apt products and services with well-designed advertising/marketing strategies can be deliberated for consumers in different sectors.

Industry Implications

The results of the study show that a value-based segmentation of DWBTs can be created based on the LOV methodology. Since the value of security has been identified as the strongest predictor for the DWBTs falling in the value intense cluster followed by the values of self-respect and warm relationship with others, and the value of a sense of belonging holds equivalent importance to both the clusters of women, the marketing strategies designed by hotel managers should reflect this wisdom.

Hotels should build their marketing strategies predominantly around providing utmost security by highlighting different stringent measures. The other important aspects of designing strategies for DWBTs should be providing a sense of self-respect by giving undivided attention, maintaining accurate guest history, and serving as per the registered likes and dislikes, etc. Promoting hotel stays where women see good and healthy relationship building with peers, customers, hotel employees, and co-travelers should also be emphasized. This could be achieved by providing activities and spaces for bonding and exchange of ideas.

Hoteliers must emphasize the power of personalization for the women in the value intense cluster. The brand personality of a hotel must also be able to connect with the values of DWBT to create an experiential stay. Creating unforgettable experiences by thoughtfully inculcating a sense of belonging amongst the DWBTs is vital for hotels to accomplish their duty of care. Designing an appropriate welcoming strategy for the women guests on arrival can enhance their sense of belonging. Leaving handwritten personal notes in guestrooms can also help instill the feeling of being a valued hotel guest. As women are more concerned about safety and security aspects while traveling (Brownell, 2011), offering female associates for housekeeping and in-room dining services while sensitizing other staff through proper training are a few measures that hotels can pursue. Spacious guestrooms with luxurious bathrooms having large bathtubs for relaxation, plush bathroom linen, and quality bathroom amenities can make DWBTs feel special and recognized. Understanding and remembering the minutest details about the women guests may assist in creating and enhancing the values of being well respected and recognized.

Limitations of the Study and Scope for Future Research

In the field of hospitality, this measure can be used for creating a typology of DWBTs based on values, especially in developing countries. Further examination through incorporating variables like guest needs, accommodation preferences, and selection behavior in association with LOV is recommended. Despite significant implications, the study is not free from limitations. The LOV scale implemented in the study is situation-specific (Kahle, 2000) and, in some cases, less suited for certain cultures. It also measures the domain of values using a solitary item, making it less practicable. At times, self-reporting of values in survey-based studies may result in integral problems (Watkins, 2010).

Authors' Contribution

Gagandeep Narula Soni perceived the idea and planned for conducting this research. She carried out the survey and collected the data. Dr. Sarah Hussain established a research methodology, sampled respondents, supervised and reviewed the research. Dr. Tanuja Kaushik verified the SPSS tools used on the gathered data and supervised the data analysis of the research. Ms. Soni did the SPSS data analysis and also wrote the manuscript in consultation with the other authors.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

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