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Commercial management and Marketing for the sustainability and loyalty of sales at the Huampani Vacation Center, Lima, Perú: 2019-2025

Elsa Urzula Valeri Paredes-Pinzás[1*], José Alberto Iannacone-Oliver[1], Jhon Richard Zevallos-Paredes[1]
[1]Escuela Universitaria de Posgrado, Universidad Nacional Federico Villarreal, Lima – Perú
ORCID: 0009-0009-5090-8790, 0000-0002-7568-895X, 0000-0001-8473-042X
Email: eparedes@unf.edu.pe ,jiannaconeo@unfv.edu.pe, jzevallosp@unfv.edu.pe
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RESUMEN
Antecedentes: La sostenibilidad de las ventas en servicios turísticos y recreativos depende de la capacidad de las organizaciones para comprender al cliente, gestionar la experiencia y mantener relaciones comerciales consistentes. Objetivo: determinar la relación de la gestión comercial y el marketing con el sostenimiento y la fidelización de las ventas en el Centro Vacacional Huampaní, Lima, Perú, durante 2019–2025. Métodos: se desarrolló una investigación de enfoque mixto, básica, de nivel correlacional–explicativo y diseño no experimental de corte transversal. La población estimada fue de 44 800 visitantes mensuales y se trabajó con 370 clientes mediante muestreo probabilístico estratificado. Se aplicaron un cuestionario de 20 ítems, entrevistas a cuatro informantes clave, observación directa y análisis documental. El procesamiento se realizó en SPSS, utilizando alfa de Cronbach, correlación de Pearson, regresión lineal y prueba de chi-cuadrado. Resultados: el instrumento presentó una confiabilidad de 0.87; la gestión comercial y marketing se relacionó con el sostenimiento de ventas ($r = 0.71$; $p < 0.001$), con la fidelización ($r = 0.68$; $p < 0.001$) y la relación entre fidelización y sostenimiento fue de $r = 0.75$ ($p < 0.001$). El modelo de regresión alcanzó un R^2 ajustado de 0.58. Además, se obtuvo $\chi^2 = 15.34$; $p = 0.004$ para la relación entre la frecuencia de visita y la probabilidad de recomendar la instalación. Conclusión: los resultados evidencian asociaciones estadísticamente significativas y respaldan la necesidad de fortalecer la gestión comercial, la experiencia del cliente, el marketing relacional y los canales digitales para favorecer la continuidad de las ventas.
Palabras clave: fidelización; gestión comercial; marketing; satisfacción del cliente; sostenimiento de ventas; turismo**.**

ABSTRACT
Background: Sales sustainability in tourism and recreational services depends on organizations' ability to understand customers, manage the service experience, and maintain consistent commercial relationships. Objective: to determine the relationship between commercial management and marketing and sales sustainability and customer loyalty at the Huampaní Vacation Center in Lima, Peru, during 2019–2025. Methods: a mixed-method, basic, correlational–explanatory study with a non-experimental cross-sectional design was conducted. The estimated population was 44,800 monthly visitors, and 370 customers were selected through stratified probability sampling. A 20-item questionnaire, four key-informant interviews, direct observation, and documentary analysis were used. Data were processed in SPSS using Cronbach's alpha, Pearson correlation, linear regression, and chi-square testing. Results: the instrument showed a reliability coefficient of 0.87; commercial management and marketing were significantly associated with sales sustainability ($r = 0.712$; $p < 0.001$) and customer loyalty ($r = 0.684$; $p < 0.001$), while loyalty and sales sustainability were also significantly associated ($r = 0.756$; $p < 0.001$). The regression model yielded an adjusted R^2 of 0.584. In addition, $\chi^2 = 15.34$; $p = 0.004$ was found for the relationship between visit frequency and the likelihood of recommending the facility. Conclusion: The evidence supports strengthening commercial management, customer experience, relationship marketing, and digital channels to improve continuity and sustainability of sales.
Keywords: commercial management; customer loyalty; customer satisfaction; marketing; sales sustainability; tourism.

1.INTRODUCTION
The Huampaní Vacation Center (HVC), located in the district of Chaclacayo, Lima, is a public facility offering lodging, recreation, and convention services, covering approximately 32 has, and receiving more than 40,000 visitors per month according to the institutional documentation reviewed [1]. Its evolution from a welfare-oriented approach toward a commercial orientation raises a particular challenge: generating sustained revenue without losing its public-service function. The underlying research revealed the need to increase commercial management and to reorient the organization to the customer, following the sales instability experienced during 2019–2023, starting in 2023.
The competition, the digital transformation, and the recovery of the post-pandemic period have increased the need for strategies capable of attracting, satisfying, and retaining customers in the tourism sector [1]. The literature contained in the underlying thesis states that marketing should start from the needs of the consumer and that commercial management articulates marketing, communication and sales actions. Customer-value satisfaction is linked to the perceived balance between benefits and costs, whereas relationship-marketing satisfaction is related to the durability of the relationship for continued purchasing [2], [3].

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The specific problem of the HVC is reflected in the low frequency of visits, difficulties in the purchase process, an unfavorable perception of the cost–benefit relationship, and deficiencies in the service experience. In the thesis below, it is reported that 74% of the respondents do not go to the facility from time to time, 69.18% said they would not buy the services again, 72.43% reported difficulties in the purchase process, 58% indicated that the products or services did not meet their expectations, and 55% rated the cost-benefit relationship as poor. These findings point to the need to jointly analyze commercial management, marketing, satisfaction, customer loyalty, and sales sustainability.

A growing body of research has examined the relationships among commercial management, marketing, customer experience, loyalty, and sales sustainability in the tourism and hospitality sector [4]–[8]. However, this evidence is concentrated mainly in private organizations and in Asian, European, and North American contexts, with little attention paid to publicly managed tourism entities in Latin America. In particular, there remains limited empirical evidence on how commercial management and marketing strategies jointly relate, rather than in isolation, to customer loyalty and sales sustainability in state-run recreational centers, where a public-service orientation coexists with the need to generate self-financed revenue. In this sense, the present study seeks to address this gap by providing empirical evidence from a Latin American public tourism center and contributing to extend the available knowledge on commercial management and loyalty beyond the private sector.

The objective of the study was to determine the relationship between commercial management and marketing, on the one hand, and sales sustainability and customer loyalty, on the other, at the Huampaní Vacation Center during 2019–2025. The specific objectives were to identify the manifestations of unsustained sales, to determine the main difficulties in retaining customers, and to put forward a proposal aimed at strengthening sustainable sales and the customer relationship. The general hypothesis posited that effective commercial management and marketing are related to sales sustainability and customer loyalty.

The study contributes to three levels. Theoretically, it integrates the approaches of commercial management, relationship marketing, customer loyalty, and sales sustainability into a single explanatory model. Empirically, it offers quantitative evidence from a Peruvian public tourism center, a context that is underrepresented in the international loyalty literature [4], [9]. In practice, its results can help to design commercial management, customer experience, and digital channel strategies for public tourism organizations that face similar self-sustainability challenges.

2. THEORETICAL FRAMEWORK

a. Commercial management, marketing, and customer orientation

Commercial management is composed of planning, organizing, and control activities to achieve sales objectives, integrating marketing, communication, customer relations, and commercial actions. The basic thesis presents it as a means for strengthening competitiveness and responding to the market conditions. In this logic, marketing goes beyond promotion; it is the identification of needs, the creation of value, and the building of relationships that make possible sustainable exchanges [2].

The market orientation approach demands continuous knowledge about consumers and competitors. Kotler and Keller [2] stress the creation of value as the foundation of satisfaction; Berry [3] adds the perspective of relationship marketing, and Chaffey and Ellis-Chadwick [10] focus on the significance of digital channels in customer interaction and experience. Arellano, in the setting of Peru, emphasizes that consumer behavior is influenced by lifestyles, culture, socioeconomic level, and market characteristics [11]. Recent findings in Peruvian tourism and commercial organizations have confirmed the positive association of digital marketing strategies with the management of sales [12], reinforcing the relevance of jointly analyzing both dimensions at the HVC.

b. Customer loyalty and sales sustainability

Customer loyalty is the ability of an organization to retain long-term relationships and promote continued consumption. Reichheld [13] links loyalty to growth, and Sandoval [14] found a link between relationship marketing, positioning, and loyalty in restaurant services. Nevertheless, the underlying thesis also contains a critical perspective: Gummesson [15] and Ford [16] argue that commercial relationships are dynamic and loyalty does not depend exclusively on an organization's actions, as there are multiple actors involved and external factors.

Sharp [17] supports this discussion by questioning whether loyalty is the only force behind brand growth and highlighting market penetration and mental and physical availability. For HVC, both approaches are relevant. On one side, it is necessary to strengthen recurrence and recommendation; on the other, it is necessary to widen the reach of the service toward new segments.

Recent meta-analytic evidence confirms that perceived quality, perceived value, and customer satisfaction are consistent antecedents of loyalty in tourism and hospitality contexts, although the magnitude of effects varies by service type and economic setting [4]. Similarly, Karim and Rabiul [18] revealed that corporate sustainability and loyalty are related to word-of-mouth recommendation through customer satisfaction, which supports the relevance of examining loyalty, recommendation, and sales sustainability together at the HVC.

c. Customer experience and tourism services

Customer experience includes perceived quality, attention, ease of purchase, expectations met, communication, and value received. Recent international evidence indicates that customer satisfaction and trust are part of loyalty in tourism destinations and services [5]. It also points out that the interaction and value generated through digital platforms and communities influence decisions to repurchase and recommend [8]. Channel digitization can also enhance access to information and communication, but if poorly executed, it can have the opposite effect.

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d. Service quality, perceived value, and repurchase intention

International literature has demonstrated that perceived service quality and perceived value are strong antecedents of repurchase intention in tourism and hospitality services [7], [19]–[20]. In the hotel sector, a recent configurational analysis showed that guest satisfaction is not dependent on a single condition, but rather on combinations of service attributes [20]. In this sense, Bordian et al. [21] point out that integrated marketing communication and co-creation of value with the customer contribute to the guests' satisfaction, which is relevant to interpreting the difficulties in the purchase process and the unfavorable perception of the cost–benefit relationship identified in the HVC.

3.METHODOLOGY

The research was a mixed-methods approach, basic in type, correlational explanatory in level, and non-experimental, cross-sectional design [22]. The population studied was approximately 44,800 monthly visitors. The sample consisted of 370 customers selected by stratified probability sampling. The research was carried out in the Huampaní Vacation Center, and the period of analysis was 2019–2025.

Quantitative data were collected through a 20-item questionnaire administered by Google Forms. For the qualitative phase, interviews were conducted with four informants: the General Manager, the Operations Manager, the Assistant Manager of Lodging and Conventions, and an expert related to the research topic. Direct observation and documentary analysis of information provided by the Commercialization Sub-Management were also used. The instruments were validated by five doctoral-level researchers with research experience.

The mixed design followed a concurrent-triangulation logic: quantitative and qualitative data were collected in parallel and integrated at the interpretation stage, using the qualitative information to contextualize and complement the statistical findings, particularly regarding internal management, coordination across areas, and the customer's perceived experience. The interviews were semi-structured, focused on the same dimensions covered by the questionnaire (commercial management, marketing, customer loyalty, and sales sustainability), and their content was analyzed through thematic coding, the findings of which are presented in an integrated manner in the results and discussion sections.

Data processing was performed using SPSS. Internal consistency was assessed using Cronbach's alpha coefficient; Pearson correlations were used to examine associations between variables, linear regression was used to estimate explanatory capacity for sales sustainability, and chi-square testing was used to assess the relationship between visit frequency and recommendation. The significance level of the study was 0.05. Before the linear regression, the assumptions of normally distributed residuals, homoscedasticity, independence, and no multicollinearity were checked using the variance inflation factor (VIF) according to the criteria recommended in the methodological literature [23, 24].

Ethics: The thesis is based on the fact that the documentary information was obtained legally, through an institutional request, and the instruments were validated by experts. Participation in the survey and interviews was voluntary, informed consent was obtained, and personal information was processed in accordance with Peruvian Law No. 29733, the Personal Data Protection Law. The analysis presented in the present article is limited to the results contained in the thesis and does not include external data not contained in the thesis.

4. RESULTS, ANALYSIS AND INTERPRETATION

The descriptive results show a situation that affects sales continuity. Of the 370 respondents, 274 (74%) reported that they do not visit HVC periodically (TABLE I), and 96 (26%) reported that they do. As for repurchase intention, 69.18% of respondents stated that they would not buy the services again. Satisfaction levels also indicate room for improvement: 48.91% took neutral positions, 24.32% said they were very dissatisfied, and 5.40% were somewhat dissatisfied.

Indicator	Result	n	Reading
Periodic visit	No	274 (74%)	Low recurrence
Repurchase	Would not return	69.18%	Risk of customer loss
Purchase process	Reports difficulties	72.43%	Commercial friction

Table I. Main descriptive indicators of customer behavior

In the assessment of the experience, 38.1% rated the attention received negatively; 65.40% rated the Full Day service negatively; and 58% indicated that the quality of the products or services did not meet their expectations. The cost–benefit relationship was rated as poor by 55% and below average by 23%. These figures show that the difficulty in achieving loyalty does not stem from a single component, but from the interaction among service, perceived value, attention, and ease of the commercial process.

Regarding the length of the relationship with the facility, 45% of respondents reported being customers for three years or more; 22% between six months and one year; 21% between one and two years; 6% less than six months; and 6% less than three months. This coexistence of long-standing customers with an overall low visit frequency suggests that historical tenure does not necessarily translate into recent recurrence.

Regarding opportunities for improvement, 40% requested more activities, 24% faster response to inquiries, 19% more promotions, 11% more contact channels, and 6% better attention. This information is consistent with the interviews, which highlighted the need to coordinate across areas, manage resources appropriately, understand customer needs, strengthen the experience, and improve internal communication.

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Relationship	r	p
Commercial management and marketing – customer loyalty	0.68	< 0.001
Commercial management and marketing – sales sustainability	0.71	< 0.001
Customer loyalty – sales sustainability	0.75	< 0.001

Table II. Correlations among the study variables

The inferential analysis showed positive, statistically significant associations. Commercial management and marketing showed a correlation with customer loyalty of 0.71 and with sales sustainability (TABLE II). In turn, customer loyalty and sales sustainability reached significance (TABLE II). Substantively, these results indicate that better ratings in commercial management and marketing are accompanied by higher levels of loyalty and sustainability in the sample studied.

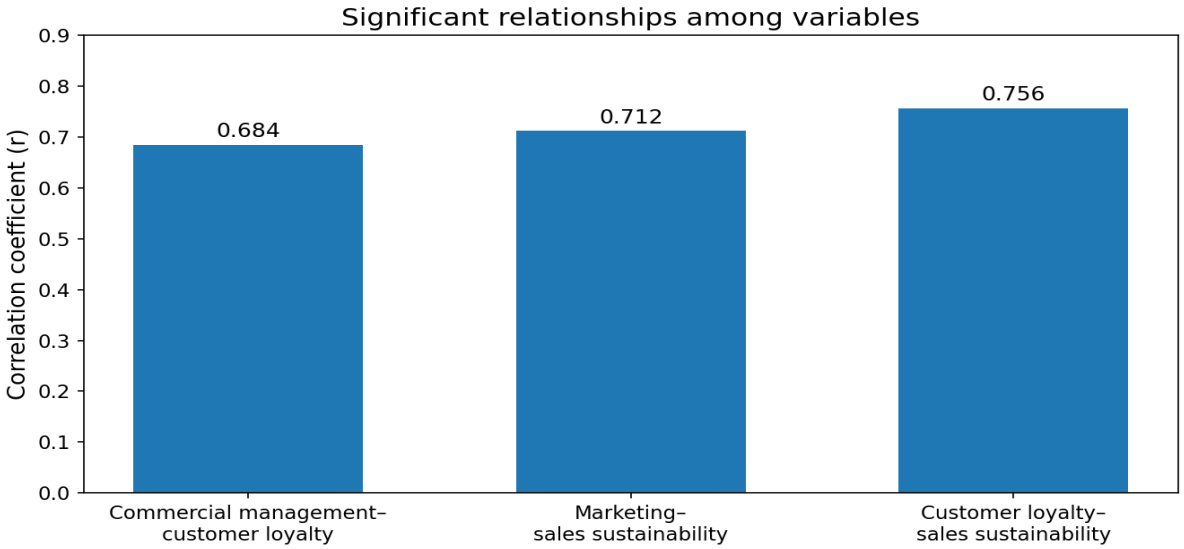


Fig. 1: Correlation coefficients among the main variables.

The multiple linear regression model included the commercial management and marketing dimensions as predictors of sales sustainability. The model reached an adjusted R^2 of 0.58, meaning that 58.4% of the observed variability in sales sustainability is explained by the set of variables considered. Before estimating the model, the assumptions of residual normality, homoscedasticity, independence, and absence of multicollinearity were checked through the variance inflation factor (VIF), following standard methodological criteria [23], [24]; VIF values remained below the threshold of 10 recommended to rule out severe multicollinearity [24]. For the final journal submission, the author should report the full set of unstandardized (B) and standardized (Beta) coefficients, standard errors, t-statistics, significance levels for each predictor, and the overall model statistics (R, F, and model significance) exactly as produced by the SPSS output, so that readers can fully evaluate the explanatory weight of each dimension. In contrast, this result backs up the importance of commercial management and marketing as internal factors that can be controlled but does not imply that they alone explain the totality of the sales dynamics.

Finally, the chi-square test was significant, $\chi^2 = 15.34$, $p = 0.004$, indicating a statistically significant relationship between visit frequency and the likelihood of recommending the facility. The result suggests that more recurrent customers are more likely to recommend the service. Visit behavior, satisfaction, and recommendation are linked.

Test	Result	Interpretation
Cronbach's alpha	0.87	High internal consistency
Linear regression	Adjusted $R^2 = 0.58$	58% of variance explained
Chi-square	$\chi^2 = 15.34$; $p = 0.004$	Significant relationship between visit and recommendation

Table III. Summary of statistical Results

5. DISCUSSION

The results support the main proposition of the study, that there are significant relationships between commercial management and marketing and customer loyalty and sales sustainability. The correlation with loyalty is 0.68 and with sustainability is 0.71, meaning that the two dimensions are strongly associated with the commercial behavior identified.

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This evidence is in line with the approach of Kotler and Keller [2], for whom perceived value and satisfaction are relevant components of consumer response, and with Berry [3], who stresses the importance of building lasting relationships.
The 69.18% of respondents who would not buy the services again, together with the negative rating of the cost–benefit relationship, indicates that the problem is not only attracting visitors. The challenge is to provide a valuable experience that creates repurchase intention. At this point, the results are consistent with international evidence on satisfaction, trust, and loyalty in tourism destinations [5].
72.43% who reported difficulties during the purchase process are especially relevant in an environment where digital communication and ease of access are part of the experience. Digital channels enable a more immediate and personalized interaction (Chaffey and Ellis-Chadwick, [10]). The HVC finding implies that digital transformation should not be about just having technological tools available, but about how users feel.
The results also qualify the views of Gummesson [15] and Ford [16] that commercial relationships are complex and loyalty cannot be ascribed to marketing activities alone. The significant correlations at HVC with an adjusted R2 of 0.584 mean that 41.6% of the variability is not accounted for by the model. Thus, future research should continue to consider external, operational, and contextual factors.
Likewise, the loyalty–sustainability finding ($r = 0.756$) is particularly notable. It suggests that the continuity of the customer relationship is closely associated with sales stability. However, this evidence should be interpreted as an association and the explanatory capacity of the model, not as proof of definitive causality, given the non-experimental, cross-sectional design. This finding is consistent with recent meta-analytic evidence confirming that loyalty is one of the most consistent antecedents of commercial sustainability in tourism and hospitality services, although its explanatory strength tends to diminish in more economically dynamic markets [4]. Along the same lines, Karim and Rabiul [18] found that loyalty is linked to word-of-mouth recommendation through satisfaction, which is consistent with the significant association found between visit frequency and recommendation ($\chi^2 = 15.34$; $p = 0.004$) at the HVC.
Study limitations. The results should be interpreted in light of several limitations. First, the cross-sectional design does not allow for causal relationships among the analyzed variables. Second, data were collected from only one public vacation center, limiting the generalizability of the results to other tourism organizations with different characteristics. Third, the quantitative data were derived from customer self-reports, which may reflect social desirability bias. Fourth, the qualitative component was not as extensive as the quantitative component, although it did include four interviews with key informants. This limits the possibility of a fully integrated mixed-methods analysis. Finally, the influence of external variables, economic, seasonal, or institutional policy-related, not included in the regression model cannot be ruled out, as suggested by the 41.6% of unexplained variability.
Finally, the preferences expressed by customers- more activities, faster response times, promotions, and contact channels- provide a concrete basis for the improvement proposal. These demands are consistent with Arellano 4 's view on the importance of adapting strategies to the characteristics of the Peruvian consumer and the relationship-marketing evidence identified in the underlying thesis [14].

6. CONCLUSIONS

First of all, commercial management and marketing have a positive and statistically significant relationship with the sustainability of sales and customer loyalty in the Huampaní Vacation Center. This evidence is supported by the correlations obtained and the regression model.
Secondly, a low level of recurrence was found: 74% of respondents do not visit the facility periodically, and 69.18% said they would not buy the services again. This is a red flag situation for commercial continuity.
Third, the main difficulties in obtaining customer loyalty are related to service quality, attention, purchase process, fulfillment of expectations, and unfavorable perception of the cost–benefit relationship.
Fourth, recommendation likelihood is strongly associated with visit frequency ($\chi^2 = 15.34$; $p = 0.004$), indicating the significance of managing the experience of repeat customers.
Fifth, the adjusted R^2 of 0.584 shows that the model has a relevant explanatory capacity for sales sustainability, but it also reveals that other factors remain to be incorporated in future studies.

7. RECOMMENDATIONS

A relationship-marketing program should be developed to segment customers, track purchase and visit frequency, determine reasons for churn, and develop differentiated recovery and repurchase actions.
To improve customer experience, response speed, service quality, communication, and recreational activities should be improved. These actions should be gauged against indicators of satisfaction, repurchase, recommendation, and recurrence.
The recommendation is to optimize the digital channels and the purchase process, focusing on ease of use, full information, quick response, and post-service follow-up. Technology should be subordinate to user satisfaction.
Finally, we propose a commercial indicator dashboard that integrates sales sustainability, visit frequency, repurchase rate, recommendation, satisfaction, conversion, and digital channel performance. It would enable evidence-based decision-making and periodic review of the strategy's effectiveness.

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