

# Thesis Defense

**How can ambient music influence luxury hotel guests' emotional state?**

---

**Ziyi Gu**

**Shu Kozuma**

**Kamran Qiyasov**

Department of International  
Hospitality Management

**Thesis Director: Dr. Marie Christine Bonneau**



# Overview

---

## 1. Introduction

- Background
- Aim and Research Questions
- Significance of the Study

## 2. Literature Review

- Previous Research
- Research Gap

## 3. Methodology

- Research Philosophy
- Research Type
- Data Collection Methods
- Data Analysis Methods

## 4. Results and Discussion

- Results
- Discussion
- Overall Study Limitations
- Recommendations for Future Research

## 5. References



# Introduction

Ambient Music in Luxury Hospitality

---

Ambient music is intended to subtly shape mood and perception without commanding guests' attention. (Bitner, 1992; Hultén, 2011)

Ambient music emphasizes atmosphere over melody or rhythm (Eno, 1978)

Research shows that ambient factors, including background music, significantly influence guests' satisfaction, their overall impression of the hotel, and loyalty intentions. (Suh et al., 2015)



# Research Aim & Objectives

To explore how ambient music influences emotional and psychological experiences in luxury hotel settings.

## Objectives

- Identify musical characteristics that evoke emotional responses.
- Analyze how ambient music shapes guest perception of space, service, and brand.
- Evaluate the impact on satisfaction, exclusivity, and loyalty.
- Investigate hotel management strategies for music use.



# Key Research Questions

- Which elements of ambient music (e.g., tempo, harmony, rhythm) influence emotional and psychological responses?
- How does ambient music affect perception of luxury, space, and brand identity in different hotel zones?
- In what ways does it impact guest satisfaction, loyalty, and exclusivity?
- What strategies do luxury hotels use to align music with their brand and service design?



# Significance of the Study

## Managerial Contribution

Supports soundscape design decisions

Enhances sensory branding strategies

Boosts guest satisfaction and loyalty

## Academic Contribution

Fills gap in hospitality music research

Applies environmental psychology theory

Contextualizes music as a symbolic cue



# Previous Research

1

## **Influence of Ambient Music**

- Music enhances emotional states and guest mood (Angela et al., 2018)
- Emotional atmosphere influences satisfaction and loyalty (Jani & Han, 2015)
- Music activates brain regions linked to pleasure and reward (Salimpoor et al., 2011)

2

## **Premium vs. Generic Hotel Brand Music Strategies**

- Premium brands use curated soundscapes for emotional storytelling (Spence, 2022)
- Generic hotels rely on one-size-fits-all playlists, often inconsistent (Kemp et al., 2024)

3

## **Different Impacts of Ambient Music Characteristics**

- Tempo: slow = relaxation; fast = stimulation (Milliman, 1982; Herrington, 1996)
- Harmony: consonant = calm; dissonant = tension, creativity (North & Hargreaves, 2008)
- Volume: low = focus; high = risk of discomfort (Milliman, 1986)

4

## **Music and the Perception of Luxury Hotel Brand Image**

- Background music communicates brand sophistication and emotional tone (Magnini & Parker, 2009)
- Sound branding increases memorability and consistency (Wong, 2018)

5

## **Strategic Use of Ambient Music by Hotel Managers**

- Music is customized by time of day, guest profile, and zone (Wu & Tabari, 2024)
- Consistency across sensory touchpoints improves perceived quality (Spence & Gallace, 2011)
- Emotional tone supports guest journey stages (Sukhu et al., 2019)



# Research Gap

Ambient music is not just background—it's emotional branding in motion.

- 01 Overgeneralization of Music
- 02 Lack of Context-Specific Studies
- 03 Methodological Limitations
- 04 Interpretive Approach Needed
- 05 Strategic & Emotional Role Undervalued
- 06 Personalization & Real-Time Design Understudied

# Methodology

---



Research Philosophy

## **Interpretivist Research**

emphasizes understanding the subjective meanings and experiences of individuals rather than seeking objective, universal truths  
(Saunders et al., 2019).



Research Type

## **Inductive Approach**

involves starting with specific observations and developing broader generalizations or theories based on the patterns that emerge from the data  
(Saunders et al., 2019).

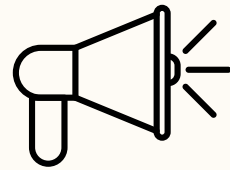
## **Qualitative Research**

adopts a more exploratory and flexible approach that focuses on understanding meanings, experiences, and social contexts  
(Saunders et al., 2019).



# Methodology \_ Data Collection

---



Sampling Strategy

## **Non-probability sampling strategy**

Respondents are chosen based on specific characteristics or accessibility, making it particularly useful for exploratory and qualitative research (Etikan et al., 2016; Saunders et al., 2019).



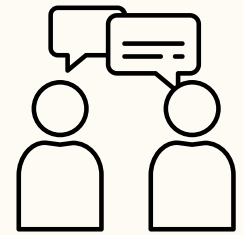
Sampling Method

## **Interview**

## **Online Review**

# Methodology \_ Data Collection

---



## Interview

### Convenience sampling

selects participants based on ease of access, availability, and willingness to take part (Etikan et al., 2016; Saunders et al., 2019).

- Five Hotel managers
- Five Guests

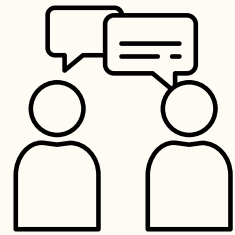
### Semi-structured interviews

are guided by a set of predetermined open-ended questions, while also allowing the interviewer to probe further based on the participants' responses (Bryman, 2016; Kallio et al., 2016).



# Methodology \_ Data Collection

---



## Sample Questions

### Managers

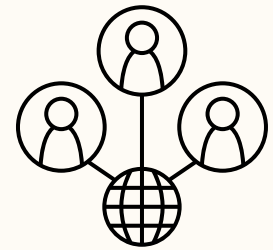
1. How important do you think ambient music is in shaping the guest experience in a luxury hotel?
2. What kind of atmosphere do you aim to create with the music in your hotel?
3. How do you decide on the type of music played in different areas of the hotel (e.g., lobby, restaurant, spa, rooms)?
4. Do you work with a professional music curator or use pre-set playlists?
5. Have you ever changed the music strategy based on guest feedback? If so, can you give an example?
6. Have you noticed any patterns in guest feedback regarding music (positive or negative)?
7. Do you believe music influences how long guests stay in certain areas (e.g., the bar or lounge)?
8. In your opinion, how does music contribute to the overall luxury perception of your hotel?
9. What are the biggest challenges in selecting and managing ambient music in your hotel?
10. How do you balance different guest preferences while maintaining a consistent brand identity through music?

### Guests

1. When staying at a luxury hotel, do you notice the background music? Why or why not?
2. Can you recall a time when hotel music enhanced your stay? What made it memorable?
3. Have you ever been bothered by the music in a hotel? What was the issue?
4. How does ambient music in a luxury hotel influence your mood or relaxation?
5. Does the music in different areas (lobby, restaurant, spa, bar, room) affect how you feel in those spaces?
6. Do you think music contributes to the sense of luxury and exclusivity in a hotel? Why or why not?
7. What kind of music do you expect to hear in a luxury hotel?
8. Would you prefer customizable music options in your hotel room (e.g., choosing playlists)?
9. Have you ever given feedback about hotel music? If not, would you if the experience was strongly positive or negative?

# Methodology \_ Data Collection

---



## Online Review

### Purposive sampling

Participants or data are selected based on specific characteristics aligned with the research objectives  
(Etikan et al., 2016; Patton, 2002).

➔ Only reviews that mentioned ambient music were selected

- 100 online reviews

### Quota sampling

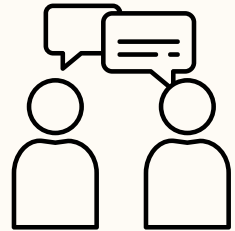
involves dividing the population into mutually exclusive subgroups and selecting a predetermined number of participants from each subgroup  
(Saunders et al., 2019).

➔ Reviews from four platforms and six regions

- |                  |                 |
|------------------|-----------------|
| - Google Reviews | - Africa        |
| - Booking.com    | - Asia          |
| - Expedia        | - Europe        |
| - TripAdvisor    | - North America |
|                  | - South America |
|                  | - Oceania       |



# Methodology \_ Data Collection



## Interview

Interviewee: Hotel Manager (Interview ID: R1)

Date: 15 April 2025

Language: French

Interviewer: Good afternoon.

Participant R1: Good afternoon.

Interviewer: First of all, thank you for taking the time to speak with me today—and also for being such a great boss.

Participant R1: So far, I suppose I've earned that title!

Interviewer: In your opinion, what role does ambient music play in shaping the guest experience in luxury hospitality?

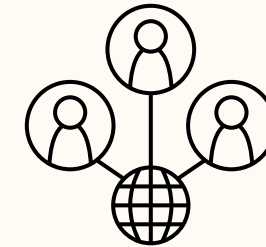
Participant R1: For sure the music plays a huge role in the hospitality industry as a whole, for once it helps guests to be in a calm mood, softens their nerves. In luxury settings, this is especially important; Music generates a relaxed environment I believe; a calm, comfortable atmosphere that welcomes guests and helps them transition from the outside world into our hotel.

Interviewer: What kind of atmosphere are you trying to create through the music in the reception area?

Participant R1: We're aiming to create a calming, generally appeasing atmosphere through music—something tranquil that naturally soothes people as soon as they walk in. The music should be gentle, present, but never overwhelming.

Interviewer: How do you choose the type of music played in the different common areas of the hotel?

Participant R1: The selection depends entirely on the function and mood of each space. In the restaurant during the dinner we are aiming to put on more quiet, soft rock maybe. In the bar we are mainly using jazz, in the spas mainly serene music. The spa is a world of its own, so we exclusively play serene, ambient music—sounds



## Online Review

5/5 2 years ago on  Google

Loved it!! We went to the bottomless brunch and it was amazing. The service was soooo good and the food was amazing. **We loved the elegance of the venue and the piano player was so fun!** The views were also spectacular.


Reviewed: December 30, 2024

**Loud DJ music from pool bar will keep you awake if your room overlooks pool**

6.0

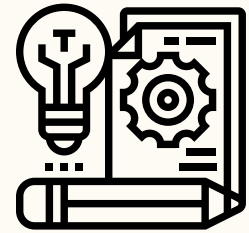
☹️ 2 rooms on 5th floor were great BUT 15th floor room overlooked pool bar with DJ. DJ **music** was so loud both nights you could easily recognize songs and lyrics even on 15th floor! Why didn't registration inform us of major downside of this room and ask if it would be acceptable? Why was DJ **music** at pool bar so loud that words of songs could be clearly heard? Of course this meant that impossible to fall asleep.

 Helpful

 Not helpful

# Methodology \_ Data Analysis

---



## Analysis method

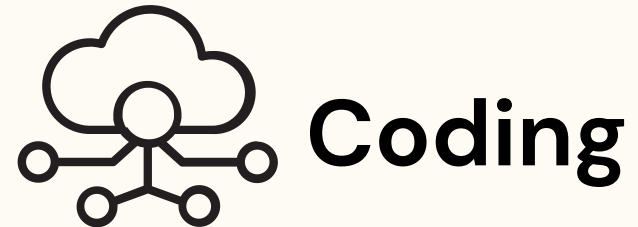
### **Thematic Analysis**

is a flexible method for analyzing qualitative data by systematically coding and developing themes that capture important meanings related to the research question  
(Braun & Clarke, 2006).



# Methodology \_ Data Analysis

---



## Statement

## In Vivo Code

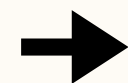
## Values Code

## Theme

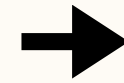
uses the actual language of participants as codes, aiming to stay as close as possible to their lived experiences and expressions (Saldaña, 2016).

focuses on identifying participants' values, attitudes, and beliefs, which reflect their personal or cultural perspectives (Saldaña, 2016).

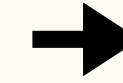
Because there is a piano, it can be noisy when it is played in the surrounding rooms at night.



it can be noisy



The live music was too loud.



Volume Control and Acoustic Management

# Methodology \_ Data Analysis



Coding

Statement → In Vivo Code → Values Code → Theme

Interview ID	Interviewee	Age	Gender	Statement	In Vivo Code	Values Code	Theme
R1	Hotel manager	42	Female	For sure the music plays a huge role in the hospitality industry as a whole, for once it helps guests to be in a calm mood, softens their nerves.	music plays a huge role / helps guests to be in a calm mood / softens their nerves	Guest comfort	Role of music in guest experience
				Music generates a relaxed environment I believe.	generates a relaxed environment	Guest comfort	Role of music in guest experience

Review ID	Platform	Hotel Location (Reason)	Hotel Location (Country)	Hotel Space	Full Review Text	In Vivo Code	Values Code	Theme
R1	Google Reviews	Asia	Japan	Bar	Because there is a piano, it can be noisy when it is played in the surrounding rooms at night.	it can be noisy	The live music was too loud.	Volume Control and Acoustic Management
R2	Google Reviews	Asia	Japan	Guest Room	We were very satisfied with everything about this hotel: the room was surrounded by wonderful British antique furniture and furnishings, we had a beautiful English garden view from the window, opera arias and other music played in the room, the attentive hospitality, and the delicious breakfast with plenty of vegetables.	We were very satisfied with everything about this hotel (opera arias and other music played in the room)	The ambient music matched the hotel's atmosphere.	Musical Alignment with Hotel Atmosphere
					The place is nice and the beautiful lobby and courtyard instantly relaxes			



Statement [1]	In Vivo Code [2]	Values Code [3]	Theme [4]
For sure the music plays a huge role in the hospitality industry as a whole, for once it helps guests to be in a calm mood, softens their nerves.	music plays a huge role / helps guests to be in a calm mood / softens their nerves	Guest comfort	Role of music in guest experience
Music generates a relaxed environment I believe.	generates a relaxed environment	Guest comfort	Role of music in guest experience
We're aiming to create a calming, generally appealing atmosphere through music.	calming, generally appealing atmosphere	Atmosphere coherence	Music as ambiance design
In the restaurant during the dinner we are aiming to put on more quiet, soft rock maybe. In the bar we are mainly using jazz, in the spas mainly serene music.	quiet, soft rock / Jazz / serene music	Spatial sensitivity	Spatial design and music fit
Mainly classical music and Jazz represent the identity of our hotel, because it's a historical hotel.	classical music and Jazz represents the identity of our hotel	Brand identity	Music and brand identity
I think our guests like the specific type of music we put on here, because it goes well with the atmosphere that we are aiming to create and so far we haven't had any negative feedback on our music strategy.	guests like our music / music goes well with the atmosphere / no negative feedback	Guest satisfaction	Feedback-driven adaptation
I believe music influences how long guests stay in areas like the bar, restaurant, or reception. If the music is pleasant, guests are more likely to spend time in the bar or restaurant. In the reception, good music can help them relax and make waiting easier.	music influences how long guests stay / pleasant music / help them relax and make waiting easier	Emotional impact	Guest behavior and dwell time
I believe that well-known songs don't necessarily convey luxury, so we have to be selective when choosing our music. There is a specific type of music we associate with luxury, and we aim to use that as the background music in our hotel.	well-known songs don't necessarily convey luxury / we have to be selective / music we associate with luxury	Brand identity	Music and brand identity
Choosing and managing background music is a major challenge because it's impossible to please everyone at once. One key challenge is selecting music that fits the atmosphere of different areas in the hotel. For example, the restaurant requires more relaxed music, the bar needs energetic tunes, and the spa demands completely zen sounds. Creating playlists that match these different vibes is what we find most challenging.	impossible to please everyone / fits the atmosphere of different areas / most challenging	Operational quality	Challenges in music curation
We usually adjust our music strategy based on the number of guests in a specific area. For example, when there are fewer people in the bar, we play slower-paced music, but when the bar is crowded, we use more energetic music	adjust our music strategy based on the number of guests / slower-paced music / more energetic music	Adaptability	Feedback-driven adaptation
In the mornings, we play slower music compared to the evenings.	mornings, we play slower music	Temporal awareness	Temporal variation in music use
During special events like festivals, we try to tailor the music to match the event.	tailor the music to match the event	Adaptability	Feedback-driven adaptation
I believe managing differences in musical tastes between customers while maintaining a consistent identity mainly depends on the staff at reception and the identity we want to create for our establishment.	managing differences in musical tastes / maintaining a consistent identity / depends on the staff at reception	Personalization	Music and brand identity
If the music aligns with the hotel's identity, guests will generally like it and it will have a positive impact, even if some guests aren't big fans of the music.	music aligns with the hotel's identity / guests will generally like it / positive impact	Brand identity	Feedback-driven adaptation
The identity of our establishment is that of a historical and luxury hotel. While this may mean different things to different people, in my opinion, our identity is defined by being classic and focused on quality.	identity of our establishment / historical and luxury hotel / classic and focused on quality	Brand identity	Music and brand identity
This reputation is well known among our clients and guests, and our hotel is recognized throughout Saint Malo. We also have many repeat guests who have stayed at Chateaubriand for decades, some for as long as 30 years.	reputation is well known / recognized throughout Saint Malo / many repeat guests	Guest satisfaction	Guest behavior and dwell time
In my opinion, the role of music in the hospitality industry hasn't changed much in recent years, but the specific music we use in our hotel has evolved. It's different from what we played a decade ago. While some hotels might have classical music, nowadays many use more modern music. However, here at our hotel, we don't feel the need to change the music's role, which is to preserve the old Chateaubriand charm.	role of music hasn't changed much / music has evolved / preserve the old Chateaubriand charm	Authenticity	Music and brand identity
If I had to describe the ideal musical ambiance for the reception in three words, I would choose: piano, appealing, and not too loud.	piano, appealing, and not too loud	Atmosphere coherence	Reception-specific music
When I enter a hotel, I expect a modern, warm environment where I can feel welcome and express myself freely. Music, as one of the elements, would contribute to creating that inviting and expressive atmosphere.	modern, warm environment / feel welcome / express myself freely / music contributes to inviting atmosphere	Inclusivity	Role of music in guest experience
I remember staying in a hotel where the background music in the lobby was a radio station that I found really unpleasant to listen to. Additionally, there were advertisements between songs, which I think guests should not be forced to listen to.	background music... really unpleasant / advertisements between songs / guests should not be forced to listen	Operational quality	Challenges in music curation
Statement [1]	In Vivo Code [2]	Values Code [3]	Theme [4]
I don't have a specific experience that comes to mind, but I would say that background music in a hotel should trigger joyful emotions. It should make me feel good and potentially encourage me to extend my stay.	trigger joyful emotions / make me feel good / encourage me to extend my stay	Emotional impact	Guest behavior and dwell time
In my experience, it's not about a specific type of music, but rather how well the music matches the environment. For example, if I'm in a hotel spa and they're playing classical music or rap, I wouldn't find it pleasant. The spa is a place where I want to relax, and the music should align with that sense of comfort."	how well the music matches the environment / music should align with that sense of comfort	Spatial sensitivity	Spatial design and music fit
I think jazz or soul music best suits a hotel lobby because they tend to appeal to a wide range of musical tastes and give the hotel a stylish impression. Personally, I would also enjoy pop music, as it gives guests a sense of being 'chez eux' — like they're at home. I believe there should be a balance: guests should adapt to the hotel's atmosphere, but the hotel should also create an environment that guests can comfortably adapt to.	jazz or soul music best suits a hotel lobby / gives the hotel a stylish impression / like they're at home / balance / guests should adapt / hotel should create an environment	Personalization	Music and brand identity
I think music really influences the mood of guests during moments like check-in, waiting in the lobby, or having a drink at the bar. For example, if there's no music at all in the reception or bar, it doesn't create a comfortable atmosphere. At the bar, I believe there should be more electro or pop music, while during check-in at the reception, jazzy or classy music would be ideal. That combination would create the perfect environment.	music really influences the mood / no music... doesn't create a comfortable atmosphere / electro or pop music / jazzy or classy music / perfect environment	Emotional impact	Reception-specific music
I believe that the identity of the music and the identity of the hotel go hand in hand. For example, when you enter an upscale, luxury hotel, there is usually classical or jazz music playing to create a classy, elegant atmosphere. While it's not a strict rule, it tends to be the norm in such settings.	identity of the music and the identity of the hotel go hand in hand / classy, elegant atmosphere / not a strict rule... tends to be the norm	Brand identity	Music and brand identity
One thing I wish hotels understood better about their guests when it comes to sound and music is the balance between guiding the guest into the hotel's atmosphere and making them feel heard. On one hand, the hotel should help me adapt to the ambiance they're creating, but on the other hand, if done right, it can be a positive experience that makes me feel acknowledged and creates a more intimate atmosphere.	balance between guiding the guest... and making them feel heard / feel acknowledged / more intimate atmosphere	Emotional connection	Emotional and psychological effects
I've never personally experienced a situation where music influenced how long I stayed in a hotel space like a lounge or café, but I believe that if the music doesn't match the ambiance of the place, I wouldn't be inclined to spend more time there.	music doesn't match the ambiance / wouldn't be inclined to spend more time	Atmosphere coherence	Guest behavior and dwell time
In my opinion, it's very important for hotels to adapt their music based on the time of day or the season. I wouldn't want to listen to the same music all the time. Specifically, in the morning, I'd prefer something more energizing, while in the evening, when I'm having dinner, I'd want something more relaxing.	adapt their music based on the time of day or the season / more energizing / more relaxing	Temporal awareness	Temporal variation in music use
If I could make one recommendation to improve the guest experience with music in hotels, I would suggest using a paid music subscription to avoid advertisements, as no one wants to listen to ads. Advertisements can also give the hotel a bad reputation and make it seem cheap. Additionally, I would recommend regularly changing playlists because guests who return frequently may find a static ambiance unappealing. Keeping the music fresh is important for maintaining a positive atmosphere.	avoid advertisements / make it seem cheap / regularly changing playlists / keeping the music fresh	Operational quality	Feedback-driven adaptation
When I enter a hotel, I mainly expect a calm atmosphere with a quiet, cozy ambiance where I can feel at home but still in a privileged setting. Music and other elements contribute to creating that feeling.	calm atmosphere / quiet, cozy ambiance / feel at home / privileged setting / music contributes to creating that feeling	Guest comfort	Role of music in guest experience
For me, background music in a hotel should not distract or stress me / should help me immerse myself / don't like when the music is too loud or intrusive / music should be calm	should not distract or stress me / should help me immerse myself / don't like when the music is too loud or intrusive / music should be calm	Emotional impact	Emotional and psychological effects
While everyone may have their own opinion on this, I personally prefer slow-paced jazz or lounge music in the hotel lobby, especially in the evenings. Generally, I think the music should not catch too much attention.	slow-paced jazz or lounge music / music should not catch too much attention	Guest comfort	Reception-specific music

Review ID	Platform	Hotel Name	Hotel Location (Reason)	Hotel Location (Country)	Review Date 2020-2025	Reviewer Type	Hotel Space	Full Review Text [1]	In Vivo Code [2]	Values Code [3]	Theme [4]
R1	Google Reviews	Mesm Tokyo, Autograph Collection	Asia	Japan	2022	Couple	Bar	Because there is a piano, it can be noisy when it is played in the surrounding rooms at night.	it can be noisy	The live music was too loud.	Volume Control and Acoustic Management
R2	Google Reviews	RUZE Villa	Asia	Japan	2022	Couple	Guest Room	We were very satisfied with everything about this hotel: the room was surrounded by wonderful British antique furniture and furnishings, we had a beautiful English garden view from the window, opera arias and other music played in the room, the attentive hospitality, and the delicious breakfast with plenty of vegetables.  The place is nice and the beautiful lobby and coy pond instantly relaxes the mind once you arrive. The room we had was nice except that the sink was coated with paint that wasn't water proof with scratches so it was an eye sore. The beach was not great but they assist guests to take tours on better beach views and island hopping. I also like that it's near the airport. The food was good and resto staff were nice and polite but somewhat busy and hard to catch. We enjoyed our stay especially the acoustic night, and the band was great. Upon check out they charge us extra for requesting a room with a view, which we did not. They removed the charge and apologized, probably an honest mistake (but always check your room charges in detail before checking out). We had a great time overall and would definitely go back.	We were very satisfied with everything about this hotel (opera arias and other music played in the room)	The ambient music matched the hotel's atmosphere.	Musical Alignment with Hotel Atmosphere
R3	Google Reviews	The Bellevue Resort	Asia	the Philippines	2023	Not mentioned	Not mentioned	Very poor check-in process. The Process is very delayed and also the lobby is not at all like a five star category. The club near lobby has live music and are too loud.  The hotel is very beautiful, and you will somehow get a huge walk in closet with your room. Avoid rooms on the first floor as you "will" hear the piano playing until the late hours. Otherwise, good stay and would come back (to stay in another floor).	We enjoyed our stay especially the acoustic night, and the band was great.	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement
R4	Google Reviews	Novotel Hyderabad Convention Centre	Asia	India	2022	Not mentioned	Club	Loved it!! We went to the bottomless brunch and it was amazing. The service was soooo good and the food was amazing. We loved the elegance of the venue and the piano player was so fun! The views were also spectacular.	The club near lobby has live music and are too loud.	The live music was too loud.	Volume Control and Acoustic Management
R5	Google Reviews	Park Hyatt Paris-Vendôme	Europe	France	2022	Not mentioned	Lobby	The hotel is very beautiful, and you will somehow get a huge walk in closet with your room. Avoid rooms on the first floor as you "will" hear the piano playing until the late hours. Otherwise, good stay and would come back (to stay in another floor).	you "will" hear the piano playing until the late hours.	The live music was too loud.	Volume Control and Acoustic Management
R6	Google Reviews	Shangri-La The Shard, London	Europe	the UK	2024	Not mentioned	Restaurant		the piano player was so fun!	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement
R7	Google Reviews	Rosewood London	Europe	the UK	2024	Not mentioned	Bar	Stayed there 2 nights for a work event. What an incredible hotel! The most incredible night sleep. I've never slept on such soft bedsheets. The location is fantastic. The hotel bar is absolutely wonderful! The bands playing were amazing and the cocktails delicious. The whole experience was amazing.	The bands playing were amazing	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement
R8	Google Reviews	Hotel Arts Barcelona	Europe	Spain	2022	Not mentioned	Lobby	I was in the hotel lobby. Good cocktail bar, high quality. The waiters were very attentive. Classy place with good music. I would like them to add wasabi peanuts and a small glass of water with each cocktail. The hotel is as cosmopolitan as the city. They take care of the details and it shows. For example, the floral decorations. Wonderful.	Classy place with good music.	The ambient music matched the hotel's atmosphere.	Musical Alignment with Hotel Atmosphere
R9	Google Reviews	Ca' di Dio	Europe	Italy	2024	Not mentioned	Restaurant	A great place close to everything. The welcome is very warm. We will come back.  A small downside on the electro music at breakfast that I asked to turn down.	A small downside on the electro music at breakfast that I asked to turn down.	The ambient music didn't match the hotel's atmosphere.	Musical Alignment with Hotel Atmosphere
R10	Google Reviews	The Carlyle, A Rosewood Hotel	North America	the US	2025	Not mentioned	Bar	The live music and atmosphere at the Bemeimans Bar is always worth going to.	The live music and atmosphere at the Bemeimans Bar is always worth going to.	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement
R11	Google Reviews	Disneyland Hotel	North America	the US	2022	Not mentioned	Room	Lots of storage space and very thoughtfully laid out. Lots of little Disney touches to the room that make it fun, especially the lighted musical headboard. Taking off a star only because the water pressure is not great.	Lots of little Disney touches to the room that make it fun, especially the lighted musical headboard.	The ambient music lifted the guest's mood.	Positive Emotional Enhancement
R12	Google Reviews	Fairmont Le Reine Elizabeth	North America	Canada	2024	Solo	Restaurant	You can't hear your TV if you are in a room near the 3rd floor bar/restaurant, music is loud and obnoxious...let alone take a nap.	music is loud and obnoxious	The ambient music from other areas disturbed the guest's sleep.	Volume Control and Acoustic Management
R13	Google Reviews	Casa Joseph Zicatela	North America	Mexico	2023	Couple	Restaurant	My husband and I visited casa Joseph for the first time this May. From the moment you arrive you are met with smiles and a fresh coconut. The entire staff couldn't be more friendly or more accommodating. The staff to guest ratio is very much appreciated as there is always someone ready to help. The rooftop restaurant has music nightly and the bands that played were amazing. The food was absolutely delicious, we ate in town some days and thought the hotel had better food than half the restaurants. We loved our ocean view from our balcony and the waves rocking us to sleep at night. The access to the beach is steps away from your door. We couldn't recommend staying there enough. We will definitely be back.	The rooftop restaurant has music nightly and the bands that played were amazing.	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement

Review ID	Platform	Hotel Name	Hotel Location (Reason)	Hotel Location (Country)	Review Date 2020-2025	Reviewer Type	Hotel Space	Full Review Text [1]	In Vivo Code [2]	Values Code [3]	Theme [4]
R14	Google Reviews	Tauá Resort & Convention Atibaia	South America	Brazil	2024	Family	Not mentioned	This is our second time at Tauá Atibaia, and it is undoubtedly still our favorite resort! We loved the new island, with so many fun options for kids. The water park is spectacular, guaranteed to be fun for the whole family. Another highlight is the food, which is wonderful and stands out compared to other resorts we have visited. There are many options for drinks and beverages. The place is very pleasant, with music, a relaxing atmosphere and super charming uncies, who make all the difference in the experience. Uncle Felicidade is very cool! As a suggestion, it would be great to extend the opening hours of the island and the water park, but other than that, we have nothing else to recommend. Congratulations to the Tauá team for providing such special moments!	The place is very pleasant, with music, a relaxing atmosphere	The ambient music had a relaxing effect on the guest.	Contribution to Guest Rest and Relaxation
R15	Google Reviews	Hotel Unique	South America	Brazil	2023	Not mentioned	Not mentioned	Spectacular. Comfortable room, excellent service and wonderful food. Dark elevators and hallways playing very tasteful music. Futuristic and spacious design! I really liked it!	Dark elevators and hallways playing very tasteful music.	The ambient music matched the hotel's atmosphere.	Musical Alignment with Hotel Atmosphere
R16	Google Reviews	Rosewood São Paulo	South America	Brazil	2022	Not mentioned	Not mentioned	Beautiful place with great live music.	Beautiful place with great live music.	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement
R17	Google Reviews	Holiday Inn Buenos Aires Ezeiza Airport, an IHG Hotel	South America	Argentina	2024	Solo	Not mentioned	Overall, good. To improve: - high price - disco, music and excessive noise until 6 am. - breakfast, starting at 7 am; it should be at 6 am or earlier, considering flight times.	disco, music and excessive noise	The ambient music from other areas disturbed the guest's sleep.	Volume Control and Acoustic Management
R18	Google Reviews	Heinan Royal Palestine Hotel	Africa	Egypt	2022	Not mentioned	Restaurant	Very nice place. Extremely tasty pizza 100% Italian. There is minimum charge for non-visitors 130 €. But music and mood there is very relaxing. Service is quite good too. Alcohol is served there.  Our stay at Rixos Premiere Alamein was wonderful. The location is easy to find and the crystal turquoise water along the white sandy beaches was breathtaking! The suite we stayed in was spacious, clean and very comfortable with beautiful views of the sea. Food in all restaurants was delicious and so nicely presented. The lovely ladies at Guest Services were able to help with anything we needed and always greeted us with a smile. The staff were attentive and helpful. We truly appreciated the personal service we received from Kelly when we had a misunderstanding with our reservation. I particularly enjoyed the live music of violins, cello, piano, guitar and string quartet in the main lobby and during meals. We will visit again soon!	music and mood there is very relaxing.	The ambient music had a relaxing effect on the guest.	Contribution to Guest Rest and Relaxation
R19	Google Reviews	Rixos Premium Alamein	Africa	Egypt	2024	Family	Lobby	Nice bungalows with elementary supplies. Bed had almost hole at the spine area - used decoration pillow adding one under the mattress to fix this. Dinner was accompanied by great live music! Red wine (the one sold by class) was highly overpriced for its quality but we swallowed it being in the end of the world and everything. Breakfast was good and attentive service plus seaview made it perfect.	I particularly enjoyed the live music of violins, cello, piano, guitar and string quartet in the main lobby and during meals.	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement
R20	Google Reviews	Palissandre Cote Ouest resort & SPA	Africa	Madagascar	2023	Family	Restaurant		Dinner was accompanied by great live music!	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement
R21	Google Reviews	Sofitel Marrakech Lounge And Spa	Africa	Morocco	2024	Couple	Restaurant	We dined the orange for our first night, the setting was beautiful, and the live band set the mood perfectly. We both had lamb which was delicious and very satisfying, the wait staff were excellent at making us feel welcome and it was a wonderful evening.	the live band set the mood perfectly.	The live music enhanced the guest's sense of satisfaction.	Positive Emotional Enhancement



# Results

## Qualitative interviews with hotel managers and guests

### Managers:

- Ongoing challenge—curating the right music for changing moods and diverse guest backgrounds
- Importance of variety and preventing repetition

### Guests:

- Music's role in creating a sense of welcome and authenticity
- Discomfort when music is too loud, absent, or mismatched
- Memorable experiences—familiar songs, exclusivity, local culture

## Thematic analysis of online guest reviews

### Online Reviews:

- Music most noticed when exceptionally well-chosen or poorly managed
- Praise for subtle, ambient jazz in public spaces
- Criticism of intrusive, repetitive tracks or lack of background sound
- Varied preferences: some value silence, others seek gentle ambiance

## Feedback and adaptation highlighted as keys to guest satisfaction



# Discussion

**Ambient music as an intentional element of luxury hospitality**

**More than background noise —music shapes emotional tone and guest perception**

## **Must adapt to:**

- Time of day
- Location within hotel
- Guest demographics and moods
- Cultural expectations

**Hotels that listen and respond to guest feedback stand out**

**Flexibility in curation seen as sign of attentive service**

**True luxury is found in the hotel's ability to fine-tune sensory details**



# Limitations

1

## **Small and geographically limited sample**

- Data from a limited number of hotels in a specific region
- Results may not reflect global luxury hospitality trends

2

## **Cross-sectional study design**

- Insights represent only a single moment in time
- Unable to track changes in guest emotions or experiences over longer stays or different seasons

3

## **Dependence on self-reported data**

- Relies on interviews and guest reviews
- Potential for memory bias, subjective interpretation, and social desirability effects

4

## **Cultural and contextual differences**

- Emotional reactions to music are shaped by cultural background and personal preferences
- Findings may vary significantly in other cultural or social settings

5

## **No direct comparison between manager intentions and guest experience**

- Gap between what hotels hope to achieve with music and what guests actually perceive
- Opportunity for more in-depth, matched studies in the future



# Recommendations

1

## Expand the scope of research

- Include a broader range of hotels across different countries and regions
- Explore variations in cultural, social, and market contexts

2

## Longitudinal studies

- Follow guests over longer periods
- Investigate how emotional responses to music evolve during and after their stay

3

## Incorporate objective measures

- Use physiological or neuroscientific tools (e.g., heart rate, EEG, facial emotion tracking)
- Provide deeper insight beyond self-reported data

4

## Compare luxury and non-luxury hotels

- Examine differences in how music is used and perceived across different market segments

5

## Longitudinal studies

- Combine perspectives from psychology, musicology, hospitality management, and environmental design
- Develop a more holistic understanding of music's role in hospitality

6

## Incorporate objective measures

- Systematically analyze both managerial intentions and actual guest perceptions
- Help hotels align music strategy more closely with guest expectations



# Conclusion / Final Thoughts

## **Ambient music is a powerful, often overlooked tool in luxury hospitality**

- Shapes emotional atmosphere and guest perception
- Can elevate comfort, authenticity, and the overall hotel experience

## **Thoughtful music curation sets exceptional hotels apart**

- Requires flexibility, cultural sensitivity, and continuous adaptation
- Successful hotels treat music as an integral part of the guest journey

## **Attention to musical detail is not mere ornamentation**

- It is a hallmark of truly memorable and welcoming hospitality
- When neglected, even subtle disharmony can disrupt the atmosphere

## **Looking ahead**

- Continued research and innovation can help hotels design environments that foster belonging, relaxation, and loyalty
- The art of hospitality lies in perfecting even the quietest details



# References

- Angela, K., Williams, K., Min, D., & Chen, Han. (2018). Happy feelings: examining music in the service environment. *International Hospitality Review*, 32(1), 2516–8142, <https://doi.org/10.1108/IHR-10-2018-0019>
- Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing*, 56(2), 57–71. <https://doi.org/10.1177/002224299205600205>
- Eno, B. (1978). *Ambient 1: Music for Airports* [Album liner notes]. EG Records.
- Herrington, J. D. (1996). Effects of music in service environments: A field study. *Journal of Services Marketing*, 10(2), 26–41. <https://doi.org/10.1108/08876049610114249>
- Hultén, B. (2011). Sensory marketing: The multi-sensory brand-experience concept. *European Business Review*, 23(3), 256–273. <https://doi.org/10.1108/09555341111130245>
- Jani, D., & Han, H. (2015). Influence of environmental stimuli on hotel customer emotional loyalty response: Testing the moderating effect of the big five personality factors. *International Journal of Hospitality Management*, 44, 48–57. <https://doi.org/10.1016/j.ijhm.2014.10.006>
- Kemp, E., Zhang, X., Njeri, M., & Williams, K. (2024). Sonic branding in hospitality marketing. *Tourism Review*. Advance online publication. <https://doi.org/10.1108/TR-04-2024-0317>
- Magnini, V. P., & Parker, E. E. (2009). The psychological effects of music: Implications for hotel firms. *Journal of Vacation Marketing*, 15(1), 53–62. <https://doi.org/10.1177/1356766708098171>
- Milliman, R. E. (1982). Using Background Music to Affect the Behavior of Supermarket Shoppers. *Journal of Marketing*, 46(3), 86–91. <https://doi.org/10.2307/1251706>



# Full References

---

Ali, E. H. M., & Ahmed, M. O. (2019). *Sensory marketing and its effect on hotel market-share: Perception of hotel customers*. *Journal of Tourism and Hospitality Management*, 7(1), 116–126. [https://www.researchgate.net/publication/333471705\\_Sensory\\_Marketing\\_and\\_its\\_Effect\\_on\\_Hotel\\_Market-Share\\_Perception\\_of\\_Hotel\\_Customers](https://www.researchgate.net/publication/333471705_Sensory_Marketing_and_its_Effect_on_Hotel_Market-Share_Perception_of_Hotel_Customers)

Alpert, J. I., & Alpert, M. I. (1990). Music influences on mood and purchase intentions. *Psychology & Marketing*, 7(2), 109–133. <https://doi.org/10.1002/mar.4220070204>

Angela, K., Williams, K., Min, D., & Chen, Han. (2018). Happy feelings: examining music in the service environment. *International Hospitality Review*, 32(1), 2516-8142, <https://doi.org/10.1108/IHR-10-2018-0019>

Areni, C. S. (2003). Exploring managers' implicit theories of atmospheric music: Comparing academic analysis to industry insight. *Journal of Services Marketing*, 17(2), 161–184. <https://doi.org/10.1108/08876040310467925>

Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing*, 56(2), 57–71. <https://doi.org/10.1177/002224299205600205>

Blessner, B., & Salter, L.-R. (2007). Spaces Speak, Are You Listening? Experiencing Aural Architecture. MIT Press. <https://doi.org/10.1121/1.2537427>

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp0630a>

Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.

Chamorro-Premuzic, T., & Furnham, A. (2007). Personality and music: Can traits explain how people use music in everyday life? *British Journal of Psychology*, 98(2), 175–185. <https://doi.org/10.1348/000712606X111177>

Chatterjee, A., & Vartanian, O. (2014). Neuroaesthetics. *Trends in Cognitive Sciences*, 18(7), 370–375. <https://doi.org/10.1016/j.tics.2014.03.003>

Chen, J., Zhang, Y., Zhang, L., & Zou, Q. (2021). Research on the impacts of multisensory marketing on customer loyalty based on data analysis. *Journal of Physics: Conference Series*, 1852(4), 042083. <https://doi.org/10.1088/1742-6596/1852/4/042083>

Chen, Y.-C., Li, M.-C., Weng, S.-D., & Wang, Y.-C. (2023). A descriptive survey of atmospheric music broadcasting in hot spring hotels and its further marketing strategy. *SAGE Open*, 13(1), 1–11. <https://doi.org/10.1177/21582440221147145>

Choi, H., & Kandampully, J. (2019). The effect of atmosphere on customer engagement in upscale hotels: An application of S-O-R paradigm. *International Journal of Hospitality Management*, 77, 40–50. <https://doi.org/10.1016/j.ijhm.2018.06.012>

Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). SAGE Publications.

DeNora, T. (2000). *Music in everyday life*. Cambridge University Press. <https://doi.org/10.1017/CBO9780511489433>

Elshaer, I. A., Azazz, A. M. S., Alyahya, M., Mohammad, A. A. A., Fayyad, S., & Elsayy, O. (2025). Emotional contagion in the hospitality industry: Unraveling its impacts and mitigation strategies through a moderated mediated PLS-SEM approach. *Tourism and Hospitality*, 6(1), 46. <https://doi.org/10.3390/tourhosp6010046>

Eno, B. (1978). *Ambient 1: Music for Airports* [Album liner notes]. EG Records.

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1–4. <https://doi.org/10.11648/j.ajtas.20160501.11>

Ferreri, L., Mas-Herrero, E., Zatorre, R. J., Ripollés, P., Gomez-Andres, A., Alicart, H., Olivé, G., Marco-Pallarés, J., Antonijoan, R. M., Valle, M., Riba, J., & Rodriguez-Fornells, A. (2019). Dopamine modulates the reward experiences elicited by music. *Proceedings of the National Academy of Sciences of the United States of America*, 116(9), 3793–3798. <https://doi.org/10.1073/pnas.1811878116>

Frijda, N. H. (1986). *The emotions*. Cambridge University Press.

Herrington, J. D. (1996). Effects of music in service environments: A field study. *Journal of Services Marketing*, 10(2), 26–41. <https://doi.org/10.1108/08876049610114249>

Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Sage Publications.

Hu, X., & Lee, J. H. (2012). A cross-cultural study of music mood perception between American and Chinese listeners. In *Proceedings of the 13th International Society for Music Information Retrieval Conference (ISMIR 2012)* (pp. 535–540). [https://ismir2012.ismir.net/event/papers/535\\_ISMIR\\_2012.pdf](https://ismir2012.ismir.net/event/papers/535_ISMIR_2012.pdf)

Hultén, B. (2011). Sensory marketing: The multi-sensory brand-experience concept. *European Business Review*, 23(3), 256–273. <https://doi.org/10.1108/09555341111130245>

Jani, D., & Han, H. (2015). Influence of environmental stimuli on hotel customer emotional loyalty response: Testing the moderating effect of the big five personality factors. *International Journal of Hospitality Management*, 44, 48–57. <https://doi.org/10.1016/j.ijhm.2014.10.006>

Jani, D., & Han, H. (2014). Personality, satisfaction, image, ambience, and loyalty: Testing their relationships in the hotel industry. *International Journal of Hospitality Management*, 37, 11–20. <https://doi.org/10.1016/j.ijhm.2013.10.007>

Jaskari, M.-M., Kauppinen-Räsänen, M. H., & Jauffret, M.-N. (2024). Luxury shoppers' experiences with background music: Implications for luxury brand management. In M.-M. Jaskari (Ed.), *Building strong brands and engaging*

*customers with sound* (pp. 32–57). IGI Global. <https://doi.org/10.4018/979-8-3693-0778-6.ch002>

Jeon, S., Park, C., & Yi, Y. (2016). Co-creation of background music: A key to innovating coffee shop management. *International Journal of Hospitality Management*, 58, 56–65. <https://doi.org/10.1016/j.ijhm.2016.07.006>

Jung, I., & Baloglu, S. (2024). What customer experience and value dimension(s) mostly drive luxury hotel brand purchase intention? *International Journal of Hospitality Management*, 126, 104035. <https://doi.org/10.1016/j.ijhm.2024.104035>

Juslin, P. N., & Västfjäll, D. (2008). Emotional Responses to Music: The Need to Consider Underlying Mechanisms. *Behavioral and Brain Sciences*, 31(5), 559–575. <https://doi.org/10.1017/S0140525X08005293>

Kallio, H., Pietilä, A.-M., Johnson, M., & Kangasniemi, M. (2016). Systematic methodological review: Developing a framework for a qualitative semi - structured interview guide. *Journal of Advanced Nursing*, 72(12), 2954–2965. <https://doi.org/10.1111/jan.13031>

Kanwal, H., & Van Hove, G. (2020). Inconsistent organizational images of luxury hotels: Exploring employees' perceptions and dealing strategies. *Tourism Management Perspectives*, 36, 100738. <https://doi.org/10.1016/j.tmp.2020.100738>

Kemp, E. A., Williams, K., Min, D.-J., & Chen, H. (2019). Happy feelings: Examining music in the service environment. *International Hospitality Review*, 33(1), 5–15. <https://doi.org/10.1108/IHR-10-2018-0019>

Kemp, E., Zhang, X., Njeri, M., & Williams, K. (2024). Sonic branding in hospitality marketing. *Tourism Review*. Advance online publication. <https://doi.org/10.1108/TR-04-2024-0317>

Krishna, A. (2012). An integrative review of sensory marketing: Engaging the senses to affect perception, judgment and behavior. *Journal of Consumer Psychology*, 22(3), 332–351. <https://doi.org/10.1016/j.jcps.2011.08.003>

Krupka, Z. (2023). Exploring the influence of sensory marketing on brand perception. *Naše gospodarstvo / Our Economy*, 69(3), 45–55. <https://doi.org/10.2478/ngoe-2023-0017>

Lazarus, R. S. (1991). *Emotion and adaptation*. Oxford University Press. <https://doi.org/10.1093/oso/9780195069945.001.0001>

Luna-Cortés, G., López-Bonilla, L. M., & López-Bonilla, J. M. (2022). Research on luxury hospitality: A systematic review of the literature. *Journal of Hospitality and Tourism Management*, 52, 469–477. <https://doi.org/10.1016/j.jhtm.2022.08.004>

Magnini, V. P., & Parker, E. E. (2009). The psychological effects of music: Implications for hotel firms. *Journal of Vacation Marketing*, 15(1), 53–62. <https://doi.org/10.1177/1356766708098171>

Mateer, N. (2025, March 25). Hotel Tech-in: The music app soundtracking hotel guest experiences. *Hotel Dive*.

# Full References

---

<https://www.hoteldive.com/news/hotel-tech-in-the-music-app-soundtrackin-g-hotel-guest-experiences/743417/>

Mattila, A. S., & Wirtz, J. (2001). Congruency of scent and music as a driver of in-store evaluations and behavior. *Journal of Retailing*, 77(2), 273–289. [https://doi.org/10.1016/S0022-4359\(01\)00042-2](https://doi.org/10.1016/S0022-4359(01)00042-2)

Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. MIT Press.

Milliman, R. E. (1982). Using Background Music to Affect the Behavior of Supermarket Shoppers. *Journal of Marketing*, 46(3), 86–91. <https://doi.org/10.2307/1251706>

Milliman, R. E. (1986). The influence of background music on the behavior of restaurant patrons. *Journal of Consumer Research*, 13(2), 286–289. <https://doi.org/10.1086/209068>

Morrison, S. J., & Demorest, S. M. (2009). Cultural constraints on music perception and cognition. *Progress in Brain Research*, 178, 67–77. [https://doi.org/10.1016/S0079-6123\(09\)17805-6](https://doi.org/10.1016/S0079-6123(09)17805-6)

Morrison, S., & Crane, F. G. (2007). Building the Service Brand by Creating and Managing an Emotional Brand Experience. *Journal of Brand Management*, 14, 410–421. <https://doi.org/10.1057/palgrave.bm.2550080>

North, A. C., & Hargreaves, D. J. (2008). *The Social and Applied Psychology of Music*. Oxford University Press. <https://doi.org/10.1093/acprof:oso/9780198567424.001.0001>

North, A. C., Hargreaves, D. J., & McKendrick, J. (1999). The Influence of In-Store Music on Wine Selections. *Journal of Applied Psychology*, 84(2), 271–276. <https://doi.org/10.1037/0021-9010.84.2.271>

Patton, M. Q. (2002). Qualitative research and evaluation methods (3rd ed.). SAGE Publications.

Pelet, J. É., Lick, E., & Taieb, B. (2021). The Internet of Things in upscale hotels: Its impact on guests' sensory experiences and behavior. *International Journal of Contemporary Hospitality Management*, 33(2), 589–609. <https://doi.org/10.1108/ijehm-02-2021-0226>

Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76(4), 97–105. <https://hbr.org/1998/07/welcome-to-the-experience-economy>

Plewe, D.-A., Ong, R. A., & Röcker, C. (2015). Ambient and aesthetic intelligence for high-end hospitality. In F. F.-H. Nah & C.-H. Tan (Eds.), *HCI in Business* (pp. 739–747). Springer. [https://doi.org/10.1007/978-3-319-20895-4\\_69](https://doi.org/10.1007/978-3-319-20895-4_69)

Prior, N. (2008). Putting a glitch in the field: Bourdieu, actor network theory and contemporary music. *Cultural Sociology*, 2(3), 301–319. <https://doi.org/10.1177/1749975508095614>

Saldaña, J. (2016). *The coding manual for qualitative researchers* (3rd ed.). SAGE Publications.

Salimpoor, V. N., Benovoy, M., Larcher, K., Dagher, A., & Zatorre, R. J. (2011). Anatomically distinct dopamine release during anticipation and experience of peak emotion to music. *Nature Neuroscience*, 14(2), 257–262. <https://doi.org/10.1038/nn.2726>

Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students (8th ed.). Pearson.

Shiji Group. (2023, February 23). *Global hotel review benchmark report 2022*. Shiji Insights. <https://insights.shijigroup.com/global-hotel-review-benchmark-2022-the-year-in-reviews/>

Spence, C. (2022). Sensehacking the guest’s multisensory hotel experience. *Frontiers in Psychology*, 13, 1014818. <https://doi.org/10.3389/fpsyg.2022.1014818>

Spence, C., & Gallace, A. (2011). Multisensory design: Reaching out to touch the consumer. *Psychology & Marketing*, 28(3), 267–308. <https://doi.org/10.1002/mar.20392>

Spence, C., Puccinelli, N. M., Grewal, D., & Roggeveen, A. L. (2014). Store atmospherics: A multisensory perspective. *Psychology & Marketing*, 31(7), 472–488. <https://doi.org/10.1002/mar.20709>

Suh, M., Moon, H., Han, H., & Ham, S. (2015). Invisible and intangible, but undeniable: Role of ambient conditions in building hotel guests’ loyalty. *Journal of Hospitality Marketing & Management*, 24(7), 727–753. <https://doi.org/10.1080/19368623.2014.945223>

Sukhu, A., Choi, H., Bujisic, M., & Bilgihan, A. (2019). Satisfaction and positive emotions: A comparison of the influence of hotel guests’ beliefs and attitudes on their satisfaction and emotions. *International Journal of Hospitality Management*, 77, 51–63. <https://doi.org/10.1016/j.ijhm.2018.06.013>

Sweeney, J., & Wyber, F. (2002). The role of cognitions and emotions in the music-approach-avoidance behavior relationship. *Journal of Services Marketing*, 16(1), 51–69. <https://doi.org/10.1108/08876040210419415>

Thoma, M. V., La Marca, R., Brönnimann, R., Finkel, L., Ehlert, U., & Nater, U. M. (2013). The effect of music on the human stress response. *PLOS ONE*, 8(8), e70156. <https://doi.org/10.1371/journal.pone.0070156>

Thoma, M. V., Ryf, S., Mohiyeddini, C., Ehlert, U., & Nater, U. M. (2012). Emotion regulation through listening to music in everyday situations. *Cognition & Emotion*, 26(3), 550–560. <https://doi.org/10.1080/02699931.2011.595390>

Thompson, W. F. (2014). *Music, thought, and feeling: Understanding the psychology of music* (2nd ed.). Oxford University Press.

Toop, D. (1995). Ocean of sound: Aether talk, ambient sound and imaginary worlds. Serpent’s Tail.

Torresin, S., Albatichi, R., Aletta, F., Babich, F., & Kang, J. (2019). Assessment methods and factors determining positive indoor soundscapes in residential buildings: A systematic review. *Sustainability*, 11(19), 5290. <https://doi.org/10.3390/su11195290>

Trompeta, M., Karantinou, K., Koritos, C., & Bijmolt, T. (2022). A meta-analysis of the effects of music in tourism and hospitality settings. *Journal of Business Research*, 138, 130–145. <https://doi.org/10.1016/j.jbusres.2021.08.067>

Turley, L. W., & Milliman, R. E. (2000). Atmospheric effects on shopping behavior: A review of the experimental evidence. *Journal of Business Research*, 49(2), 193–211. [https://doi.org/10.1016/S0148-2963\(99\)00010-7](https://doi.org/10.1016/S0148-2963(99)00010-7)

Weberová, D., Bačuvčík, R., & Černá, J. (2022). Composition and perception of background music in selected hospitality facilities in the Czech Republic. *Communication Today*, 13(1), 108–128. [https://communicationtoday.sk/wp-content/uploads/o8\\_WEBEROVA-et-al\\_CT-1-2022.pdf](https://communicationtoday.sk/wp-content/uploads/o8_WEBEROVA-et-al_CT-1-2022.pdf)

Wiedmann, K. P., Haase, J., & Labenz, F. (2021). Multisensory marketing in the luxury hotel industry: Effects on brand experience and customer perceived value. *Luxury Research Journal*, 4(1), 20–35. <https://doi.org/10.1504/LRJ.2021.116271>

Wong, A. C. (2018). *Sound branding: The role of music in consumer perceptions, behaviours, and practitioner beliefs* [Doctoral dissertation, University of Sheffield]. White Rose eTheses Online. <https://etheses.whiterose.ac.uk/22404/>

Wu, Y., & Tabari, S. (2024). Intangible, but effective: Role of hotel lobbies music background on customer satisfaction. In S. Tabari, W. Chen, & S. Kladou (Eds.), *Marketing and design in the service sector: Enhancing the customer experience* (pp. 35–50). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-83797-276-020241004>

Yozukmaz, N., & Topaloğlu, C. (2016). *Senses in hospitality: How do hotels appeal to them?* *Journal of Tourism and Hospitality Management*, 4(2), 51–74. [https://www.researchgate.net/publication/316917267\\_Senses\\_in\\_Hospitality\\_How\\_Do\\_Hotels\\_Appeal\\_to\\_Them](https://www.researchgate.net/publication/316917267_Senses_in_Hospitality_How_Do_Hotels_Appeal_to_Them)

Zha, D., Foroudi, P., & Melewar, T. C. (2023). Examining the impact of sensory brand experience on brand loyalty. *Corporate Reputation Review*, 28, 14–42. <https://doi.org/10.1057/s41299-023-00175-x>



# Q&A Session

---

Thank you for listening!