

# Marketing, Creativity and Experiential Design



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Edited by

Nelson de Matos, Manuela Guerreiro,  
Patrícia Pinto and Júlio Mendes

**Cambridge  
Scholars  
Publishing**



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Edited by Nelson de Matos, Manuela Guerreiro, Patrícia Pinto  
and Júlio Mendes

This book first published 2021

Cambridge Scholars Publishing

Lady Stephenson Library, Newcastle upon Tyne, NE6 2PA, UK

British Library Cataloguing in Publication Data  
A catalogue record for this book is available from the British Library

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ISBN (10): 1-5275-7557-8

ISBN (13): 978-1-5275-7557-8

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## PREFACE

Marketing is "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large" (American Marketing Association 2015).

On the other hand, design is regarded as a human-centred approach to innovation, focusing on developing meaningful solutions for customers.

Combining these two approaches has led to an increase of interest in understanding the contributions of design and design management to the marketing strategy. One of the reasons for such interest in both disciplines lies in the difficulties firms face in achieving customer satisfaction.

In effect, design has been a critical factor in managers' decision-making and operational processes to answer the new way consumers perceive, consume and act upon services and products. This recognition regarding marketing design research has grown significantly during the last decade of the 20<sup>th</sup> century and arrived long after Kotler and Rath's claim in the 80's that marketing needed design. Such suggestion resulted from the role and importance of Marketing and design intersections to:

**Marketing, experiential design and innovation** - the experience marketing, centred on the consumers' subjective evaluation and consumption, requires creativity to build new stages to reach consumers and get their attention and emotional responses to establish a higher degree of product connection with organizations' brands.

**Designing creative products and packaging preferences** - new product development can change the market because sustainable approaches require creativity to transform old products into new ones. In addition, customers' preferences are also evolving in the same direction, leading to the use of colour as an instrument to get customer preference.

**Digital marketing, interaction design and Human-centred design** - the experience of consumers was extended to the digital market, allowing for new ways to create, engage and involve customers. User Experience, User-generated content, SEO, SEM, among others, became new terminologies to help consumers' experience in this new world. The digital market also permitted the development of new markets (e.g. social marketing, Internet of things, and marketing automation). The Human-centred design and the environmental setting in which organizations operate and customers act

requires a design approach to assist and enhance these interactions between the offer and demand sides.

**Research methodologies developments in Design management and marketing** - mix-method approach between academia and industry managers have become the norm. New techniques and methodologies in understanding the consumers' experience and journey throughout the different platforms and channels are required. Firms and marketing managers also need user-friendly design and insights on improving service efficiency, quality, and, mostly, consumers' experience.

**Marketing, Creativity and Experiential Design: future avenues** - anticipating the future is a critical task to be accomplished without neglecting the past and present state of the art. The existing routes and future avenues among extant theoretical and empirical frameworks provide marketing and design crucial challenges for acquiring and retaining consumers.

Nevertheless, marketing and design intersection studies are lacking, remaining a modest topic despite its importance and previous attention. For instance, several academics and practitioners have started to examine design as a strategic approach considering that it could be a valuable way to innovate and address customers' needs with impact in redesigning business models. Firms also became aware that design can improve products' aesthetics and functionalities, influencing consumption choices.

Thus, it is fundamental to understand the consumer target behaviour to translate the marketing strategy into relevant iconographic images. Design is generally seen as a combination of artistic, communicative and strategic measures or as *art*.

Therefore, we aim to understand and explore the marketing and design framework and find its intersections to identify challenges and opportunities.

In effect, marketing and design require an integrated approach to convey different perspectives, particularly creativity, stimuli, and emotions. Today like tomorrow, product and service brands need to be designed, delivered and managed as a holistic and meaningful experience. This marketing perspective highlights consumers' emotional responses and involvement in co-creation activities. It also emphasizes customers engagement as a critical variable to awaken and generate specific responses, purchase decisions, and brand attachments during experiential consumption.

Thus, creativity, innovation and distinctiveness are determinants for design success, providing differentiation and added value to products and services.

In other words, design provides a unique opportunity for organizations to gain a competitive advantage in their daily battle in acquiring a unique

selling proposition and a high level of brand awareness in the market. Thus, the challenge lies in finding and understanding the synergies between these two areas. The existing literature recognizes fruitful research avenues. One of these avenues is design and environmental cues (e.g., atmospherics and *servicescapes*) influence on customers' behavior and emotions.

It is also unclear how to incorporate art, design, or aesthetics in decision-making from the marketing perspective. This gap emphasizes that there is still much to be known about design and its influential role in marketing. Thus, the task for any marketer and designer lies in overcoming these gaps and strengthening marketing and design interplay.

**PART I –**  
**MARKETING, EXPERIENTIAL**  
**DESIGN AND INNOVATION**

# CHAPTER ONE

## EXPERIENCE MARKETING — SYSTEMATIC LITERATURE REVIEW: IDENTIFYING FUTURE AVENUES

NELSON DE MATOS, JULIO MENDES,  
MANUELA GUERREIRO

### **Introduction**

The concept of experience marketing (EM) has been a challenging theme for many researchers over the past few decades (Holbrook et al. 1984; Hudson and Ritchie 2009; Alagöz and Ekici 2014; Nasution et al. 2014; Tao 2014). This is mainly because of consumers' new needs and new trends, but it is also due to the highly competitive arena in which managers and stakeholders must operate. In this environment, managers seek to gain a competitive advantage by setting the correct positioning strategies, as Crompton, Fakeye, and Lue (1992) and Pike (2012) suggested, and by creating, using and developing brands that sell experiences (Pine and Gilmore 1998).

Therefore, a better comprehension of EM is necessary, since the success and survival of many organisations depends on selling experiences. In this regard, to understand it, scholars and managers have to “look back into the past” and identify “tendencies to anticipate the future” (Saur-Amaral, Ferreira, and Conde 2013: 35).

Moreover, a systematic literature review covering 35 years of research, describing the key contributors' authors, research areas and clustered topics, is missing. From this literature analysis, potential gaps can be identified, and new or old avenues of research can be rediscovered or strengthened. Thus, this paper's main goal is to identify the research gaps in the experiential marketing (EM) area. For this goal, the following specific objectives were set:

- To provide an overview of the main contributors to the EM framework.
- To identify the main areas of research within the EM.
- To find out the main clusters and items (or research topics) studied until the present.

Therefore, this paper will first address the literature review, followed by the methodology and systematic literature review procedures as identified by Saur-Amaral et al. (2013). In the section ‘Systematic Literature Review’, the search steps and filtering procedures are explained, followed by the descriptive statistics. Then, the bibliometric networks will be presented, and potential research gaps identified. Lastly, conclusions are presented.

## Literature Review

The EM construct has been recognised in the literature since Balderston’s (1925) initial work on co-production in the milk industry, followed by Martineau’s (1958) discussion of store personality and Holbrook and Hirschman’s (1982) reinforcement of fun and fantasies as relevant aspects of consumers’ needs and wants. Since the 1990s, three seminal works have been published that have captured the attention of academics and practitioners. The first of these was the introduction of the Experience Economy concept by Pine and Gilmore (1998); the second was Schmitt’s (1999) book, which made an initial attempt at bordering/framing the construct; the third was Brakus, Schmitt, and Zarantonello’s (2009) brand experience scale.

The deep impact of these authors’ works at the end of the millennium was followed by many other authors addressing conceptual and theoretical reviews (e.g. Oh, Fiore, and Jeoung 2007; Tynan and McKechnie 2009; Verhoef et al. 2009), consumer behaviour (e.g. Akgün, Koçoğlu, and İmamoğlu 2013; Krishna and Schwarz 2014; Gilovich, Kumar, and Jampol 2015; Lemon and Verhoef 2016), brand and brand experience (e.g. Brakus et al. 2009; Khan and Rahman 2015), festivals (Akyildiz and Argan 2013; Lee and Chang 2016), and many other related topics (Petrick 2002; Quadri-Felitti and Fiore 2012).

The need to establish an emotional brand attachment (Schmitt 2013; Khan and Rahman 2015; Schmitt, Joško Brakus, and Zarantonello 2015) with consumers has been repeated. The reason lies in what consumers nowadays seek, which is neither simply goods nor services but the benefits of the experience consumption provides (Pine and Gilmore 2011). In this cluttered market, managers need to understand the subjective and composite

nature of the experience construct. As Ritchie and Hudson point out, among the fundamental streams identified as the major challenges in consumer experience research is a “conceptual work and/or research that [seeks] to define and understand ‘the essence’ of the experience” (2009: 111).

## **Methodology**

To examine the extensive body of literature, 1159 documents on EM (published articles, articles in the press, conference papers, book chapters, reviews, short surveys, editorials, notes, etc.) were retrieved to perform the systematic literature review, which consists of a process to “summarize in an explicit way, what is known and not known about a specific practice related question” (Briner, Denyer, and Rousseau 2009: 19).

For the analysis of those documents, a Social Network Analysis and Visualisation software was used “to provide easy-to-interpret graphical representations of bibliometric maps” (van Eck and Waltman 2010: 529). The software was previously employed in other studies (Leydesdorff, Bornmann, and Zhou 2016; Olezyk 2016).

## **Systematic Literature Review**

### ***Search Steps and Filtering Procedures***

The search was conducted on 22 November 2016, using the Scopus database, “the largest abstract and citation database of peer-reviewed literature” (Elsevier 2016). The search terms used were “experiential marketing” and/or “experience marketing” for publications within the years 1982–2017, and added to the database in the last seven days. All document types were included in the research (published articles, articles in the press, conference papers, book chapters, reviews, short surveys, editorials, notes, etc.). The subject areas defined were *business*, *management*, *accounting area*, and *social sciences*. All other areas, such as medicine, engineering, agriculture, and environment (among others) were excluded due to the study’s purpose (i.e. marketing area). A third subject area, classified as *undefined areas*, was subsequently included in the search after a comprehensive reading of the documents that were relevant to the study’s aim.

No limitation was made regarding keywords, source title, author’s name, or country. A total of 1159 documents were obtained. In the next step, a full list of the documents, including title, abstract, year, name, subject area, document type, source title or type, country, keywords, and language, were



exported to a CSV file. The file consisted of the working sample which was exported to the network software analysis used to construct and visualise bibliometric networks. Using the software, the sample of the documents was loaded, and the number of occurrences set for the terms was 10 (out of a total 3119 terms found). Next, of the 32 terms, 19 terms were selected as the most relevant (60% of the full list of terms) (van Eck and Waltman 2010).

## Descriptive Statistics

In Figure 1-1, the documents distribution per year from 1982 to 2017 shows a growth of interest by researchers on the topic in 1995 (with a minor decrease to only 16 papers in 1999) to reach 26 papers by 2000. The peak year of publishing represented in the sample was 2012, with 102 documents in one year. After this period, the topic remained important but without the intensity of 2012, as 2015 showed only 60 documents published. Nevertheless, by the end of 2016, 82 documents had already been published.

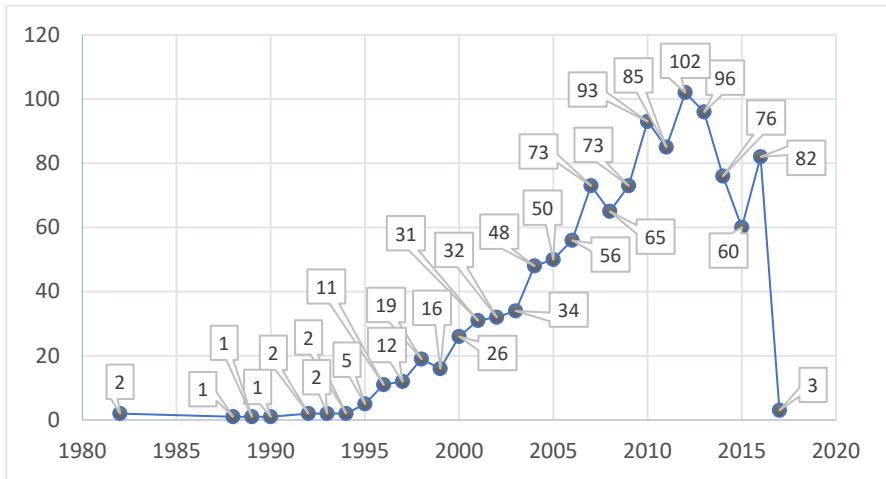


Figure 1-1 Documents Distribution per Year (1982-2017)

Source: Authors' Own Elaboration using Excel Software

With regard to the subject areas of the experience marketing documents, the business, management, and accounting areas were the most dominant with 987 documents (85.2%), followed by the social sciences with 360 documents (31.1%) and undefined/other areas with 19 documents (1.6%).

Next, the research identified the most representative journals (Figure 1-2) as the *European Journal of Marketing*, with 39 documents in total (3.4%), followed by *Tourism Management* with 38 documents (3.3%), *Journal of Consumer Marketing* with 32 documents (2.8%), *Journal of Retailing and Consumer Services* with 31 documents (2.7%) and *Marketing Intelligence and Planning* with 30 documents (2.6%). These were the only journals to reach a total of 30 documents within the set timeframe.

The distribution of the documents per country (Figure 1-3) was also assessed, with the United States (379 documents) showing a clear leading position compared to other countries. In second place is the United Kingdom (216 documents), followed by Australia (106 documents) which had less than half the number of documents published in the UK. In fourth place was Taiwan (50 documents), and in the succeeding places, Canada (48 documents), Spain (40 documents) and France (39 documents). Overall, the dominance of English-speaking countries in experiential marketing research is most apparent.

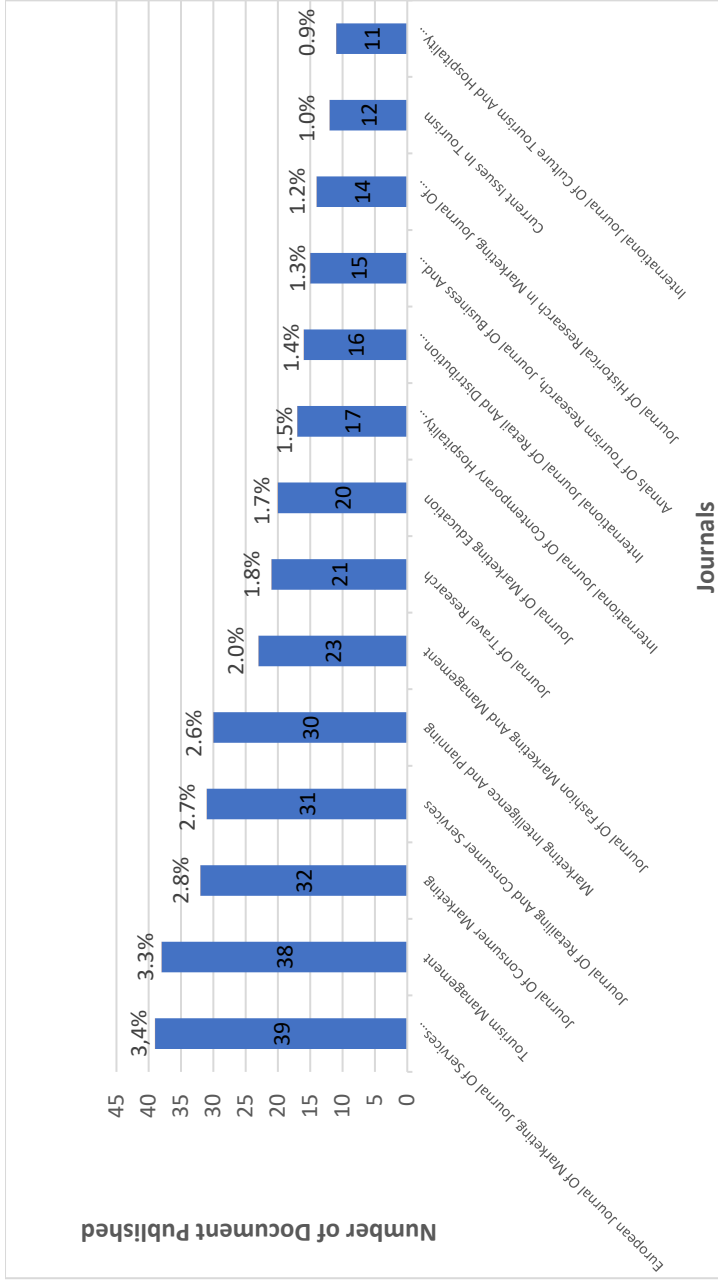
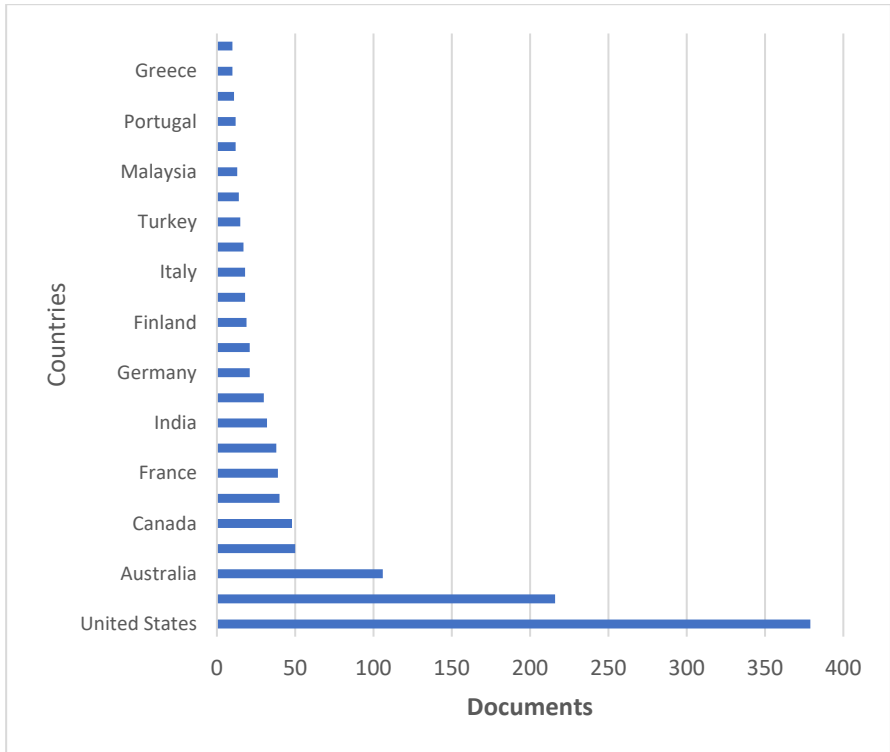


Figure 1-2 Documents Published per Scientific Journal (1982-2017). Source: Authors' Own Elaboration using Excel Software



*Figure 1-3 Documents Distribution per Country (1982-2017)*

Source: Authors' Own Elaboration using Excel Software

The authors that published the most research on the construct (Figure 1-4) were identified as Fiore, Gilmore, Palmer, Ennew and Wilson (four documents in total), followed by the remaining authors listed in Figure 1-4, with a total of three documents published. Although EM is a subject of interest to many authors, no authors in the sample showed a predominance over their peers regarding published documents.

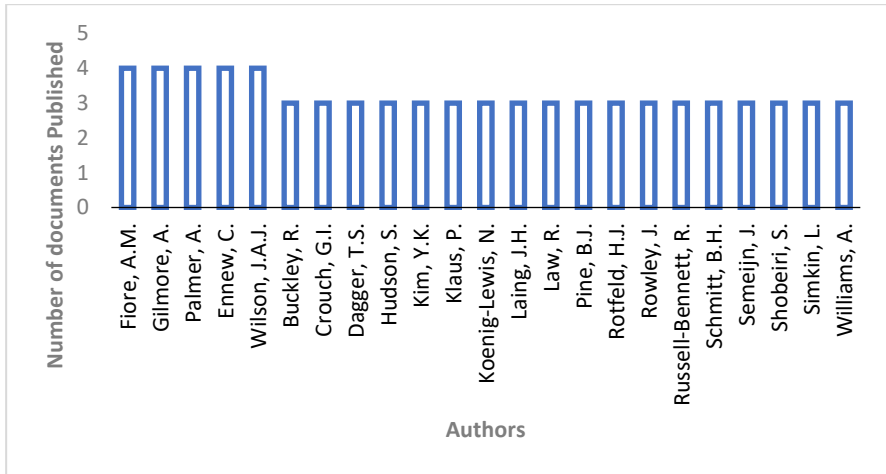


Figure 1-4 Distribution by Author (1982-2017)

Source: Authors' Own Elaboration using Excel Software

Next, the bibliometric data retrieved from the sample and the networks established among the different items in previous studies will be studied. Initially, the overall map of the main areas which were identified will be explored, followed by an individual analysis of each area. Thereafter, the overall networks will be presented.

## Exploring the Bibliometric Networks

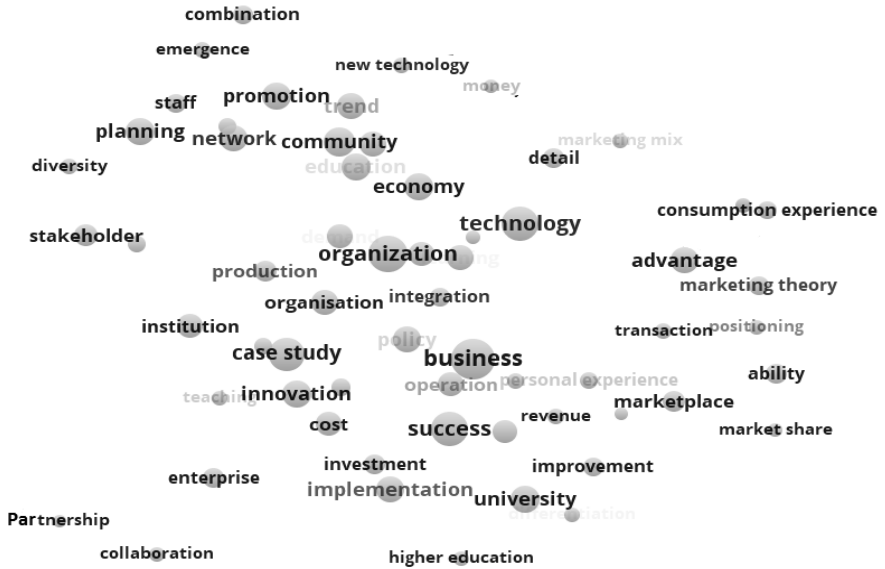
After running the social network analysis and visualisation software with the sample file about experience marketing, three main areas could be identified, as Figure 1-5 shows: a) tourism, b) marketing, c) business. A fourth area, outlined in gold and associated with the retail sector, could also be acknowledged. The research networks identified demonstrate the rather balanced distribution of topics between the four areas, despite some dominance of marketing due to the size of the *effect*, *influence* and *satisfaction* spheres (which represent the most relevant items regarding experiential marketing studies). Overall, topics regarding *tourism*, *tourist*, *culture*, *motivation*, *visitor* (in **tourism**), *organisation*, *business*, *success*, *case study*, and *university* (in **business**) are the areas most explored by previous researchers.



Figure 1-5 Literature Review, Map of Main Items per Area  
 Source: Authors using Network Analysis and Visualisation Software

Regarding the four main areas identified, the business-related research in Figure 1-6 demonstrated concern for items related to *success*, *organisation*, *technology*, *case studies*, *community*, *network*, *planning*, *innovation*, *university*,

*planning*, and *promotion*. At the same time, new areas in the business area can be identified, such as *money*, *marketing mix*, *operation*, *teaching*, *diversity*, *emergence*, *partnership*, *collaboration*, *personal experience*, *higher education*, *transaction*, and *positioning*.



*Figure 1-6 Business Area*

Source: Authors using Network Analysis and Visualisation Software

The tourism sector also demonstrated (Figure 1-7) the sphere items *tourism*, *tourist*, *culture*, *place*, *image*, *motivation*, *visitor*, and *culture* as the most dominant. New items can nevertheless be found, such as *Facebook*, *scholar*, *hospitality*, *travel*, *authenticity*, *marketing implication*, *attraction*, *tourist experience*, *tourism industry*, *destination marketing*, *festival* and *entertainment*.

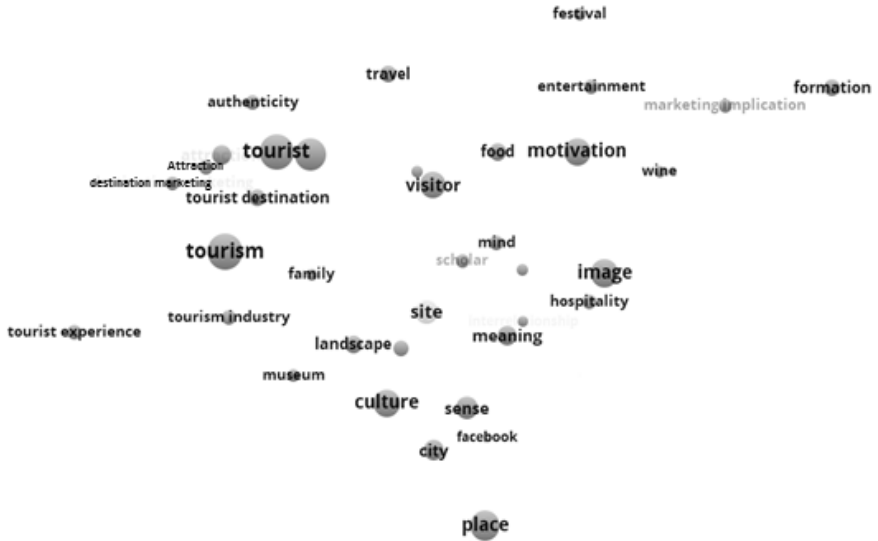


Figure 1-7 Tourism Area

Source: Authors using Network Analysis and Visualisation Software

The marketing area (Figure 1-8) shows more diversity of items, despite some dominance of the experiential marketing *effect, influence, attitude, behaviour, intention, customer satisfaction, and trust*. New methods of establishing networks of constructs can be seen in *structural equation modelling*. Moreover, items related to *feeling, pleasure, positive effect, conceptual model, service provider, brand experience, willingness, setting, positive effect, antecedent, construct, moderating role and effect, advertisement, and customer loyalty* are becoming evident.





Figure 1-8 Marketing Area

Source: Authors using Network Analysis and Visualisation Software

A fourth area can be considered within the marketing area related to retail experience (Figure 1-9), despite being in its early stages; items such as *retailer*, *store*, *age*, and *shopping* are the most prominent. On the other hand, *reputation*, *audience*, *online*, *purchasing intention*, *retailing*, and *gender* assume greater interest among researchers.



Figure 1-9 Emergent Area of Retail

Source: Authors using Network Analysis and Visualisation Software

Next, the items were analysed with regard to their evolution and networks over time (specifically the period from 2006–2012, one of the most active) through networking mapping. In Figure 1-10, the items within the timeframe mentioned are represented by colours, from blue (2006), light blue (2008), yellow (2010) to red (2012 or later). In this regard, it can be found that the business area was primarily a key area for EM, since most studies at the early stage (2006) were published within this area. From 2008 (in light blue), the first networks between business and other areas of marketing and tourism were made, with *influence*, *retailer*, *place*, *customer satisfaction*, *service experience*, *image* as the most evident.

After 2010 (in gold), the researchers' focus was aimed at *effect*, *tourist*, *loyalty*, *motivation*, *visitor*, *behaviour*, and *trust* (marketing area), among other areas. In 2012 and later, the network map does not confirm an evident presence of any special or strong topic, although *motivation*, *authenticity*, *entertainment*, *festival*, *destination image*, *hospitality meaning*, *mind*, *connection*, and *website* in the tourism area start to progress. The same can be said about the items *behaviour*, *satisfaction*, and *customer satisfaction* in the marketing area. Still, the strong presence of the business approach, moving to or reaching the areas of tourism (such as *tourism*, *tourist*

*destination, culture, and landscape*) and marketing (such as *commitment, feeling, gender, and influence*) can be seen in Figure 1-10. New items regarding *purchase intention, relationship quality, moderating role and effect, behavioural intention, past experience, formation, festival, and destination image*, among others, were also identified.

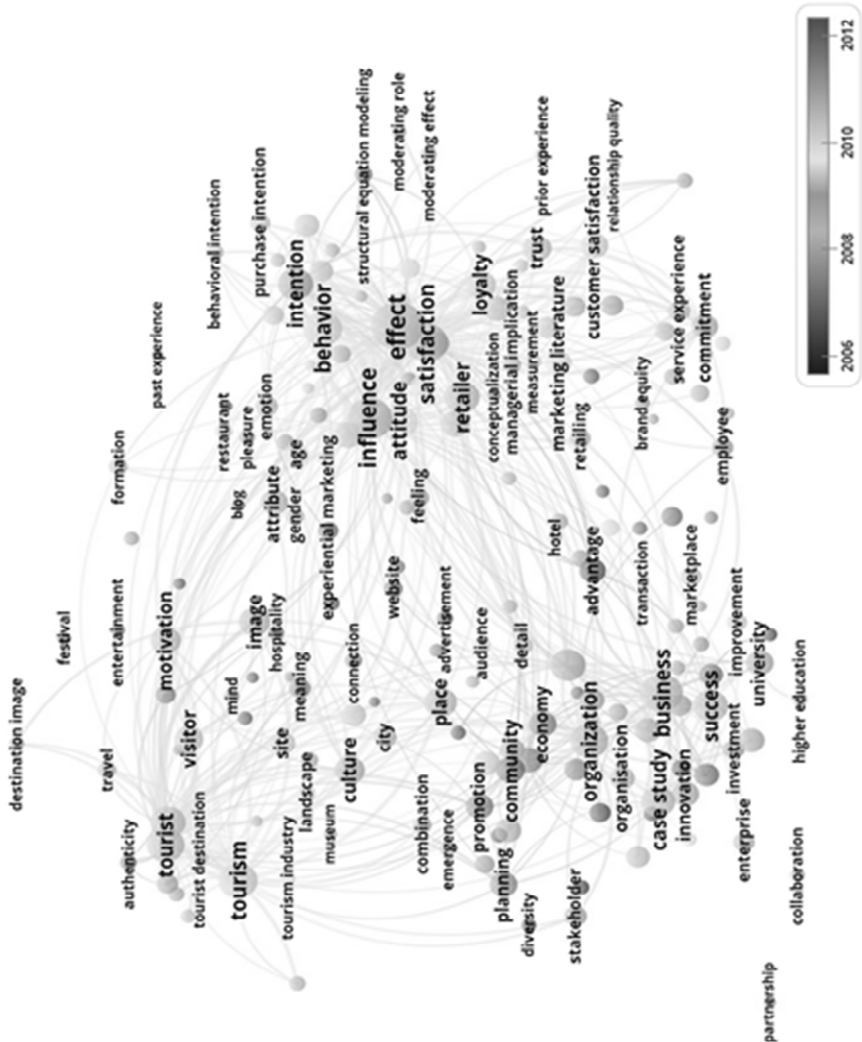


Figure 1-10 Main Areas Networking, Time Series (1982-2017)

Source: Authors using Network Analysis and Visualisation Software

Similar inferences can be drawn from the density map (Figure 1-11), in which “the colour [red] of a point in a map depends on the number of items in the neighbourhood of the point and on the importance of the neighbouring items. The density view is particularly useful to get an overview of the general structure of a map and to draw attention to the most important areas in a map” (Van Eck and Waltman 2010: 529). From the density map, three main areas – marketing, business and tourism – once again reveal their importance. The fourth – retailing – is emergent, but not so evident in the density map (Figure 1-11).

In marketing, *influence*, *effect* and *behaviour* are in the red area as the most important, but other items are increasingly relevant (identified in the yellow area). These items are *retailer* (within the border of the colours red and yellow), *loyalty*, *attribute*, *emotion*, *conceptualisation*, *trust*, *marketing literature*, *measurement*, and *structural equation modelling*. In the business area, *organisation*, *business*, *success*, *case study*, *economy* and *community* are revealed to be the most important once again, but in the yellow area, only *university*, *detail*, *planning*, and *emergence* are found, demonstrating less diversity than marketing. The items *place*, *city*, and *culture* are aggregated to the tourism area, but are very close to the yellow area and the region of the business area, probably due to the way these items are seen nowadays, e.g., tourism from a business perspective. The tourism area is the smallest relative to marketing and business, and it also shows the least diversity in relevant items, with only *tourist* and *tourist destination* in red. In yellow, *tourism* and *authenticity* can be found.

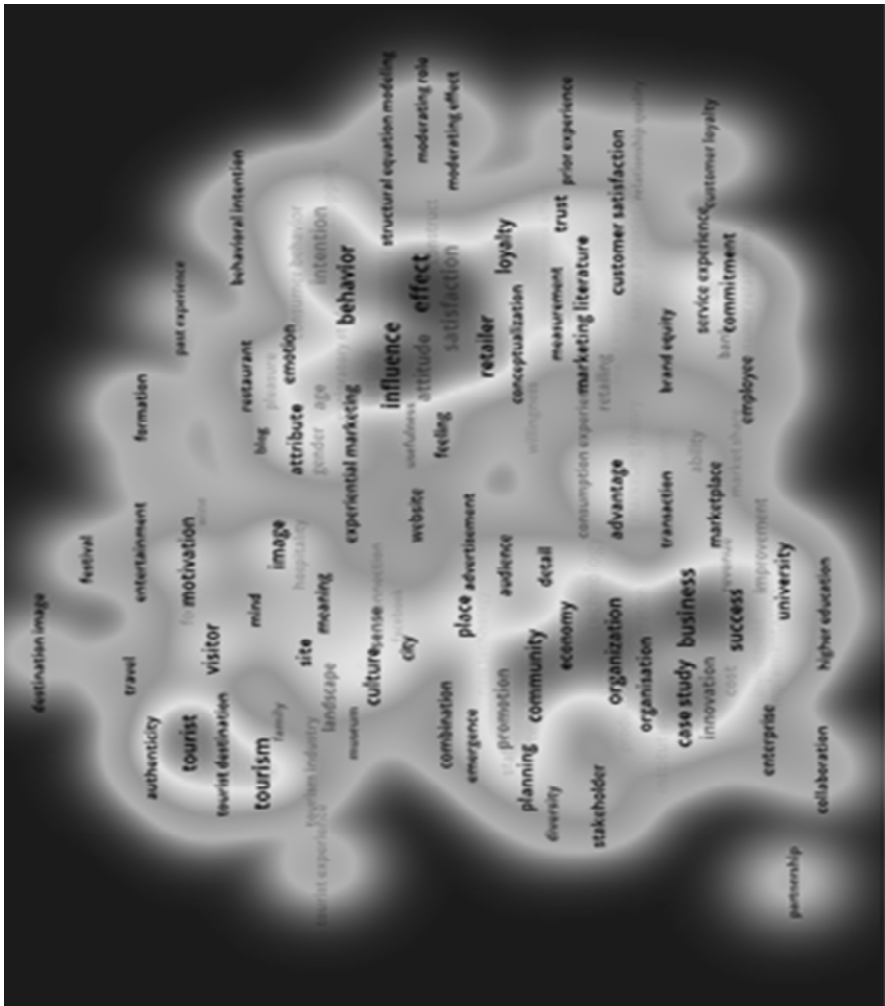


Figure 1-11 Marketing Density Map (1982-2017)

Source: Authors using Network Analysis and Visualisation Software

## Identifying Research Gaps within the Literature Review Using a Density Map

From the density map (Figure 1-11), the items identified previously were built into clusters using the software. From these clusters, several items

were identified and networks found. Since the red, yellow and even green areas were the most explored over the timeframe of 35 years, potential research gaps can be identified in the light blue areas, as they still lack a better body of knowledge regarding networks among the different items of the EM framework. In this context, and without neglecting the other areas of opportunities (e.g., in the red zone), the emergent items (i.e., light blue areas) for EM or future topics can be summarised as follows:

- Partnership, collaboration, and higher education (business context);
- Tourist experience, destination image, festival and family (tourism context);
- Customer loyalty, relationship quality, prior experience, moderating effect, moderating role and behaviour intention (marketing context).

Experiential marketing within the area of tourism requires further attention from academia, since there is not much *neighbourhood* (i.e., red zones are separated and distant from each other) among items identified in the density map (Figure 1-11). On the other hand, both business and marketing approaches have established a solid background from the density image, but the networks between both areas is still wide and bridges need to be built: there is no yellow or red corridor linking both areas. Conversely, business and tourism show a light yellow “path” connected lightly to both areas, i.e. the items *place*, *city*, and *culture*. Nevertheless, there is still space for networks to be established between all areas and items.

## Conclusions

In the context of experiential marketing, the study’s first goal was to identify research gaps in the experiential marketing (EM) construct. The results revealed the importance of assessing alliances (items, *collaboration* and *partnership*) in *higher education* within the EM business research area. In tourism, *the tourist’s experience*, *the destination image*, *festivals* and *family* are undeveloped areas. In marketing, the quality of customer engagement (items, *relationship quality*), prior knowledge and experience (*prior experience*) will continue to impact (*moderating effect* and *moderating role*) the consumer’s decisions (*behaviour intention*, *customer loyalty*). The second objective set was to provide an overview of the main contributors to the EM construct. The results showed an increase in interest for the topic EM over the years, reaching its peak in 2012. It was also found that the journals that most contributed to the construct were marketing journals (*European Journal of Marketing*, *Journal of Services Marketing*),