

Reviewing Functional Values and Dimensional Linkages to Customer Experience in Hotel Industry: A Bibliometric Review Analysis

Somya Takuli*, Yashwant Singh Rawal**, Debasish Batabyal***, Satish Jha****

Abstract

This study investigates the dimensional linkages between antecedents and precedents of customer experience within the hotel industry, focusing on technological trends and their implications for market leadership. Through a comprehensive literature search targeting key keywords related to customer experience and hotel services, the analysis identifies intricate relationships and trends within the industry. Utilizing VOS viewer, the study maps country collaboration networks, co-authorship patterns, and keyword associations to uncover insights into service delivery parameters and their impact on customer satisfaction. The findings highlight the importance of tech-driven innovations in meeting evolving consumer expectations and emphasize the role of social and emotional intentions in shaping customer experiences. By providing strategic insights for stakeholders, this research offers a valuable framework for refining service delivery methods, enhancing customer satisfaction, and informing strategic decision-making for achieving market leadership in the hotel industry.

Keywords: Customer Experience, Tourism Behaviour, Bibliometrics Analysis

INTRODUCTION

The term consumer experience was first proposed by M. Holbrook and E. Hirschman, who spoke about the insufficiency of product promotion for business success and thus justified the need to build positive relationships with customers. B. Schmitt (2013) defined, consumer experience as a set of customer impressions, conscious and subconscious, from the relationship with the brand, consisting of all interactions throughout the customer's life cycle. Holbrook and Hirschman (1982) discussed the notion of customer experience which gained popularity in

literature and was stated as a personal experience with the involvement of customers with brain and heart to create memories.

Modern customers search for multiple needs and desires for memorable experiences and this is more important in services, particularly in the tourism and hospitality sector with proactive customer involvement in an emotional and personalized manner for creating satisfaction and loyalty (Hasegawa et al., 2019; Batabyal et al., 2023). It study focuses on multidimensional outcomes that enhance the customer experience in hospitality services. Berry, Carbone and Haeckel (2002) identified technical, mechanical, and human resources as the three main components that influence customer experience to a great extent. Pine and Gilmore (1999) classified the concept into four distinct parts entertainment, education, escapist, and aesthetic. Thus, customer experience is not only related to customers but has a strong relationship with various components of the internal and external environment and focuses on how customers are enjoying the services and what is their feelings as per their expectations. It is basically what they are getting in return and how the different dimensions generate a complete experience to enrich the return to customers by providing well-designed products and services because it automatically affects customer satisfaction and brand loyalty, in addition, to build an identity of the hotel through value proposition created for customers. The service interface can create negative and positive emotions or good and bad experiences (Batabyal et al., 2023), customers should feel valued through dynamic service interfaces and world-class facilities to engage customers for influencing their experience that leads to retention, satisfaction, and recall of the brand.

* Amity University Rajasthan, Rajasthan, India.

** Faculty of Hotel Management, Parul University, Vadodara, Gujarat, India. Email: yashwantr84@gmail.com
(Corresponding author)

*** Amity University Kolkata, West Bengal, India.

**** Faculty of Hotel Management, Parul University, Vadodara, Gujarat, India.

Table 1: Evolution of the Concept of the Hotel Industry

Author	Year	Title
F. Kotler	1973	What Consumerism Means for Marketers
M. Holbrook and E. Hirschman	1982	The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun
S. Haekel and L. Carbone	1994	Engineering Customer Experiences
T. Novak, D. Hoffman, Y. Young	1998	Measuring the Flow Construct in Online Environments: A structural Modelling Approach
J. Pain, J. Gilmor	1999	The Experience Economy
N. Y. Volodomanova	2001	International service standards for enterprises in the hotel industry
K. Matwick, E. Rigdon	2004	Play, Flow and the Online Search Experience
E. A. Balashova	2005	Hotel business. How to achieve impeccable service
G. A. Avanesov	2006	Cultural and leisure activities: the theory and practice of organization
K. Meyer and A. Schwager	2007	Understanding Customer Experience
J. Braus, B. Schmitt	2009	Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?
I. Y. Shvets	2016	Increasing the competitive advantages of the tourist region on the basis of customer orientation
Dipendra Sharma	2016	Enhancing Customer Experience Using Technological Innovation: A Study of the Indian Hotel Industry
Irmx	2020	Improving Customer Experience in the Hospitality Industry
Max Starkov	2021	Is Hospitality Ready to Service the Digitally Savvy Travel Consumer?

The concept of customer experience has evolved from providing mere services to the customers through developing service standards that provide customer experience to increase customer loyalty and create a customer-oriented service delivery system. Customer

experience has been gained through various dimensions and innovations in the hotel industry. A loyal customer is not only retained but also disseminates positive word of mouth after being satisfied with the services provided. Customer experience is valued today for satisfaction which is explained with the help of keywords.

METHODOLOGY

Bibliometrics is a statistical analysis tool of publication that offers quantitative insight into academic literature (Benckendorff & Zehrer, 2013; De Bellis, 2009). As mentioned by Van Raan (2005), data collected in the database, such as quotes, writers, keywords, or the number of articles read, the bibliometric analysis provides insight into the growth of literature and information transfer over a while within a given field. Most recent research studies about technological concepts, marketing and destination image also utilized this scope (Sousa et al., 2022). Bibliometrics includes various approaches such as citation analysis, co-citation analysis bibliographic linking quotation (De Bellis, 2009), and co-word analysis for keywords (He, 1999), depending on which data it uses in research.

Research Objectives

The aims of our study revolved around exploring various aspects of customer experience research within the hotel industry. Firstly, we sought to investigate the connections and interrelationships inherent in the realm of customer experience. Secondly, we aimed to showcase the notable contributions made by leading authors and countries in this field. Additionally, our objectives encompassed the identification and highlighting of key linkages and keywords prevalent in customer experience literature. Also, focuses on technological trends and their implications for market leadership. Furthermore, we endeavored to ascertain the dominance of specific countries concerning major applications in this area. Finally, we aimed to offer valuable insights into potential avenues for future research, aiming to provide academics, policymakers, and industry stakeholders with a comprehensive understanding of the research trends shaping customer experience within the hotel industry and facilitating discussions on potential areas for further exploration.



Fig. 1: Flowchart of Gathering Data of Publications for Central and Sub-Themes

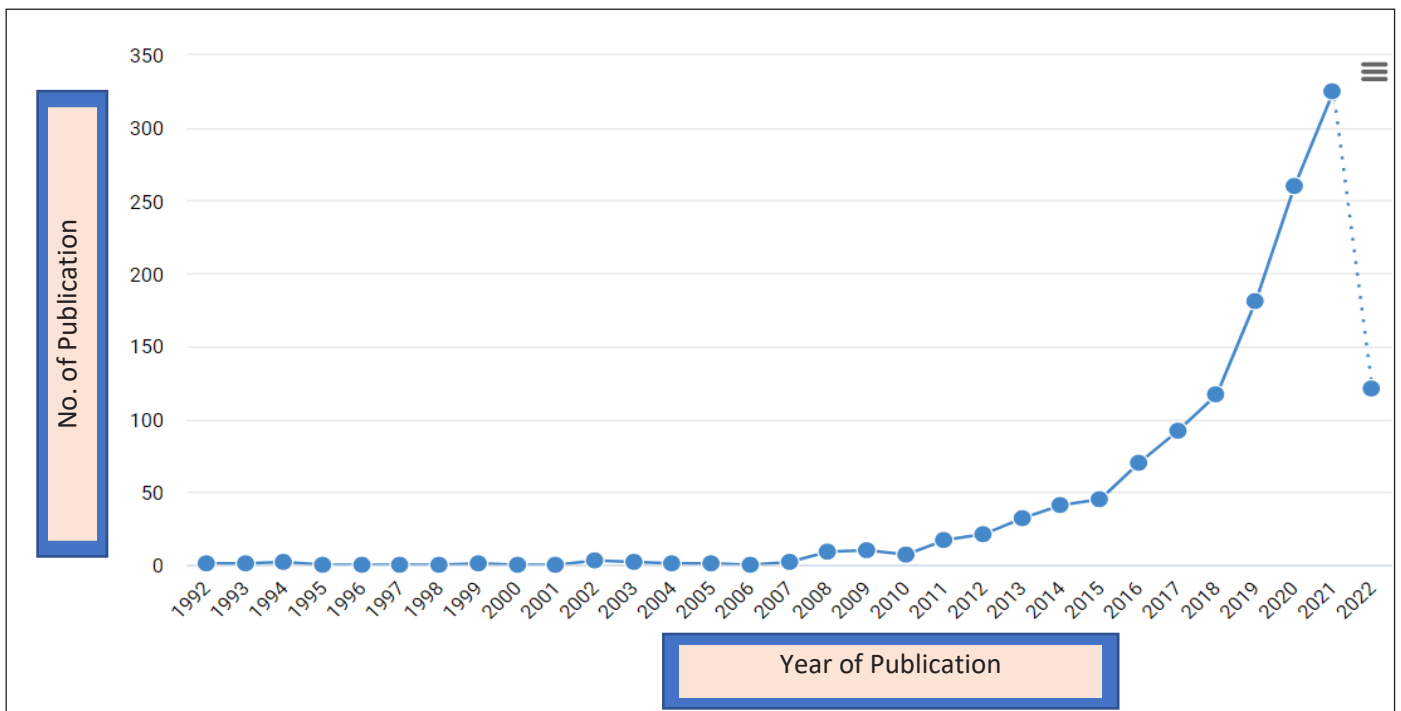


Fig. 2: The Annual and Cumulative Numbers of Research Articles on Customer Experience Indexed in Dimensions from 1992 to 2022

The above graph depicts the number of research articles on customer experience indexed in the dimensions database of oldest data from 1992 to the current year data 2022.

This data was then refined with the help of keywords to reduce the number which ranges to from 2013 to 2022.

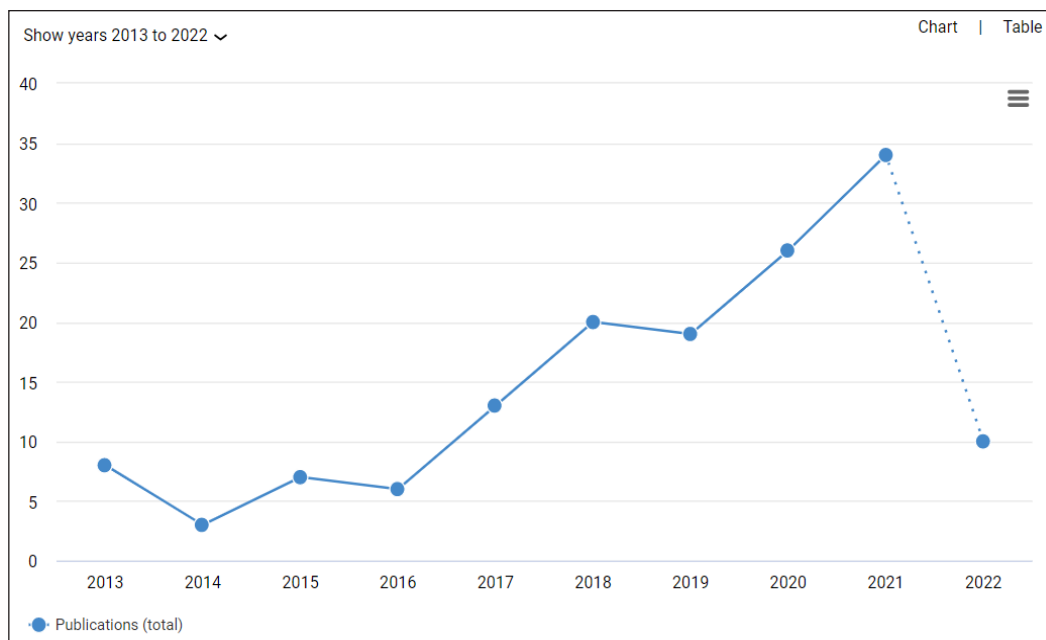


Fig. 3: The Annual and Cumulative Numbers of Research Articles on the Basis of Keywords Indexed in Dimensions from 2013 to 2022

DATA SOURCE AND THE SEARCH STRATEGY

The primary selection criteria for data encompassed articles with “customer experience and hotel industry” mentioned in both the title and abstract. The dataset ranged from 2013 to 2022, comprising 149 documents identified through a search query: (TITLE-ABS) AND DOCTYPE (ar) AND PUBYEAR > 2013 AND PUBYEAR < 2022 AND (LIMIT-TO (SRCTYPE, “j”)). To rank the articles, bibliometric metrics such as total articles, CiteScore, and total citations were employed. The bibliometric mapping and visualization tool, VOSviewer, was utilized to export citation, bibliography, and author keywords data from the publications.

In VOSviewer, objects of interest, including keywords and author affiliations, were represented. The relationships between these objects were depicted with varying strengths, with higher values indicating stronger connections. For instance, country-to-country links indicated the number of co-authored publications between two countries, while the cumulative strength represented a country’s overall co-authorship connections. Similarly, the strength of keyword associations indicated the frequency of their co-occurrence across publications.

Overall, the analysis aimed to provide insights into the relationship between customer experience and the hotel industry through bibliometric analysis, facilitating a deeper understanding of research trends and collaborations within this domain.

Table 2: The Top 10 Most Productive Journals on the Customer Experience of Hotel Industry Research with Their Most Cited Article

Sr. No.	Journal	Total Publications	Total Citations	Citations (Mean)	The Most Cited Article (Reference)	Times Cited
1.	Sustainability	12	102	8.50	Make It Memorable: Tourism Experience, Fun, Recommendation and Revisit Intentions of Chinese Outbound Tourists	23
2.	International Journal of Contemporary Hospitality Management	5	272	54.50	Unraveling the diverse nature of service quality in a sharing economy	130

Sr. No.	Journal	Total Publications	Total Citations	Citations (Mean)	The Most Cited Article (Reference)	Times Cited
3.	Frontiers in Psychology	3	3	1	The Nexuses Between Social Media Marketing Activities and Consumers' Engagement Behaviour: A Two-Wave Time-Lagged Stud	2
4.	SAGE Open	3	11	3.67	Do Relationship Marketing Constructs Enhance Consumer Retention? An Empirical Study Within the Hotel Industry	6
5.	IOSR Journal of Business and Management	3	15	5	The Effect of Perceived Image and Customer Experience to the Customer Value, Trust and Behavior Intention at Star Hotel in Makassar	1
6.	Journal of Retailing and Consumer Services	3	128	42.67	Online purchase determinants of loyalty: The mediating effect of satisfaction in tourism	46
7.	Management Science Letters	3	14	4.67	The impact of service quality performance on destination image and destination loyalty in Saudi Arabia: An empirical investigation	5
8.	E+M Ekonomia Management	3	4	1.33	The effects of perceived satisfaction with service recovery efforts: a study in a hotel setting	1
9.	Journal of Service Theory and Practice	3	25	8.33	Joy and disappointment in the hotel experience: managing relationship segments	15
10.	Journal of Business Research	2	23	11.50	Branding the hotel industry: The effect of step-up versus step-down brand extensions	8

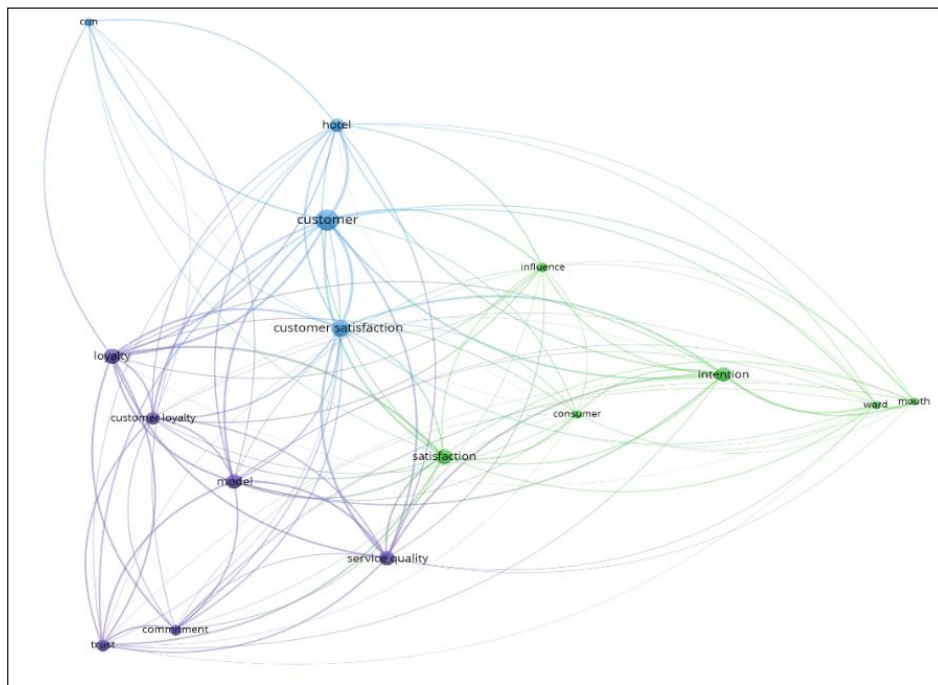


Fig. 4: Dimensional Linkages of Customer Experience

The following figure represents the dimensional linkages of customer experience which includes 16 keywords grouped into 3 clusters. The clusters are shown below:

Cluster 1- commitment, customer loyalty, service quality and trust.

Cluster 2- consumer, influence, intention, word of mouth and satisfaction.

Cluster 3- CRM, customer satisfaction and hotel.

CO-AUTHORSHIP AND COUNTRIES

Table 3: Co-Authorship and Countries

Selected	Country	Documents	Citations	Total link strength
<input checked="" type="checkbox"/>	china	14	200	14
<input checked="" type="checkbox"/>	malaysia	14	211	8
<input checked="" type="checkbox"/>	south korea	7	191	8
<input checked="" type="checkbox"/>	pakistan	5	23	7
<input checked="" type="checkbox"/>	united states	7	279	7
<input checked="" type="checkbox"/>	spain	10	107	5
<input checked="" type="checkbox"/>	united kingdom	13	452	1
<input checked="" type="checkbox"/>	australia	5	263	0
<input checked="" type="checkbox"/>	indonesia	9	7	0

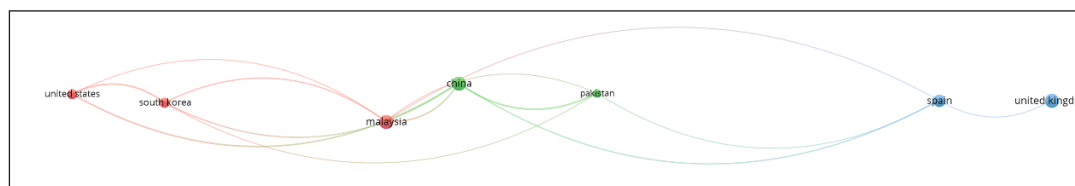


Fig. 5: Co-Authorship between Countries

The Vosviewer is used for the visualisation of co-authorship between countries and nine countries were identified with the total link strength China (14), Malaysia (8), South Korea (8), Pakistan (7), United States (7), Spain (5), UK (1), Australia (0) and Indonesia

(0). The closer the two countries, the greater their connection. The findings of the co-authorship show that China, Malaysia, and South Korea are the countries with the maximum document and UK is the country with the maximum number of citations.

BIBLIOGRAPHIC COUPLING AND DOCUMENTS

Table 4: Bibliographic Coupling and Documents

Selected	Document	Citations	Total link strength
<input checked="" type="checkbox"/>	sultan (2012)	88	218
<input checked="" type="checkbox"/>	priporas (2017a)	130	187
<input checked="" type="checkbox"/>	alsaggaf (2018)	23	181
<input checked="" type="checkbox"/>	uzir (2020)	14	178
<input checked="" type="checkbox"/>	priporas (2017b)	81	149
<input checked="" type="checkbox"/>	han (2018)	53	149
<input checked="" type="checkbox"/>	ageeva (2019)	15	143
<input checked="" type="checkbox"/>	sultan (2013)	80	140
<input checked="" type="checkbox"/>	yani-de-soriano (2019)	14	139
<input checked="" type="checkbox"/>	chien (2019)	17	138
<input checked="" type="checkbox"/>	tartaglione (2019)	18	135
<input checked="" type="checkbox"/>	sahi (2017)	18	135
<input checked="" type="checkbox"/>	johnson (2009)	15	128
<input checked="" type="checkbox"/>	halbusi (2020)	14	123
<input checked="" type="checkbox"/>	ladhari (2011)	78	120
<input checked="" type="checkbox"/>	hultman (2021)	8	119
<input checked="" type="checkbox"/>	alnawas (2018)	25	118
<input checked="" type="checkbox"/>	rashid (2014)	44	117
<input checked="" type="checkbox"/>	rashid (2015)	30	114

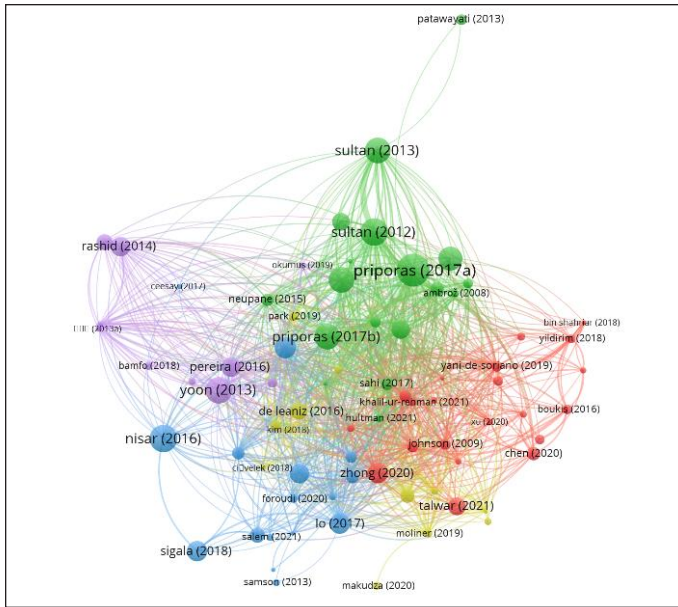


Fig. 6: Bibliographic Coupling

Bibliographic coupling shows the cross citations of the authors with the year of publication and their total link strength. Sultan (2012) shows the maximum link strength followed by Priporas (2017 a), Alsaggaf (2018), Uzir (2020), and Priporas (2017 b).

CO-OCCURRENCE OF KEYWORDS

Table 5: Co-Occurrence of Keywords

Selected	Term	Occurrences	Relevance
<input checked="" type="checkbox"/>	mouth	27	5.04
<input checked="" type="checkbox"/>	word	37	4.46
<input checked="" type="checkbox"/>	use	23	3.80
<input checked="" type="checkbox"/>	commitment	54	2.46
<input checked="" type="checkbox"/>	trust	65	0.97
<input checked="" type="checkbox"/>	crm	35	0.83
<input checked="" type="checkbox"/>	intention	102	0.66
<input checked="" type="checkbox"/>	antecedent	27	0.36
<input checked="" type="checkbox"/>	consumer	33	0.35
<input checked="" type="checkbox"/>	customer loyalty	76	0.34
<input checked="" type="checkbox"/>	loyalty	113	0.31
<input checked="" type="checkbox"/>	dimension	41	0.29
<input checked="" type="checkbox"/>	customer	210	0.25
<input checked="" type="checkbox"/>	hotel	94	0.24
<input checked="" type="checkbox"/>	customer satisfaction	136	0.24
<input checked="" type="checkbox"/>	influence	40	0.23
<input checked="" type="checkbox"/>	hotel industry	20	0.23
<input checked="" type="checkbox"/>	importance	23	0.22
<input checked="" type="checkbox"/>	service quality	107	0.22
<input checked="" type="checkbox"/>	service	69	0.18

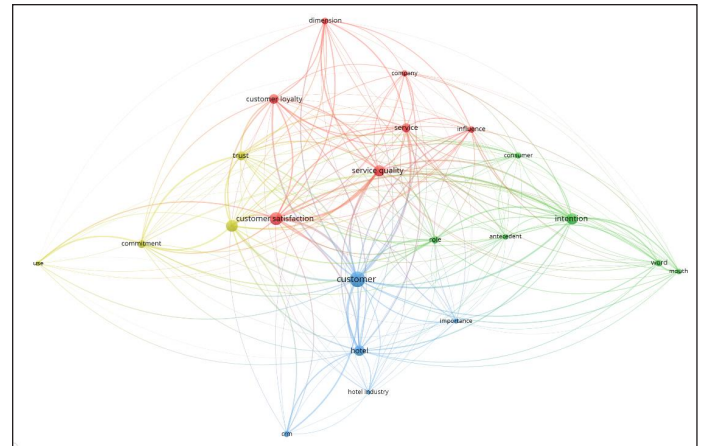


Fig. 7: Co-Occurrence of Keywords

Exploring the development of customer experience in the hotel industry during the years 2012-2022. The keywords are gathered from the review papers and networking between the keywords was established to demonstrate the relationship in visualised form. The study classified the keywords appeared in five themes. The co-occurrence between the keywords was seen by VOSviewer mapping. The findings show that highest occurring keyword – customer (210), customer satisfaction (136), loyalty (113), service quality (107) and intention (102). The most relevant keywords are- mouth, word, use, commitment, and trust.

KEYWORDS ANALYSIS

Service Quality

Priporas et al. (2017) aimed to investigate customer’s perception of service quality and revealed that convenience and assurance are typical contributors to the measurement of service quality with efficient resolution of problems during hotel stay.

Khoo (2020) found that service quality has a significant positive influence on corporate image and customer satisfaction and customer satisfaction has a significant positive influence on word of mouth. Tuan (2021) studied the relationship between service quality, customer commitment and experience and statistically stated that constant training and fostering employees with new technology to improve customer service methods

increases service quality and offer a better experience to customers which is a major antecedent of customer satisfaction. Improving the quality of facilities and coping with the changing needs of customers with the technological advancement should develop in tourism and hospitality industries to invest in delivery of better experience and develop better satisfaction (Narvekar et al., 2020). Borkar and Koranne (2014) tried to understand the role of service quality in the improvement of customer satisfaction and inferred that continuous improvement processes and quality management tools should be implemented by hotels to create a high level of customer satisfaction and brand loyalty. Return on investment requires improvement in changing patterns of guests' requirements and perception of quality. Shvets (2020) analyses the gap in the service quality factors that affect the customer experience of guests in the hospitality industry.

Customer Loyalty

Customer loyalty is described as a repeat purchase behavior of customers due to a favorable attitude created towards service (Kotler & Keller, 2009). Kandampully and Suhartanto (2000) identified two components -repeat purchase and attitude and Skogland and Siquaw (2004) gave a more detailed measure of customer loyalty which was related to the positive recommendation in the form of word of mouth. Previous studies observed that customer experience leads to the creation of loyalty and there is a strong linkage between the two (Carbone, 2004). Service marketing professionals have a strong belief that experience can enhance loyalty and it is one of the key factors for companies (Badgett et al., 2007). A direct link between customer experience and customer loyalty suggests that service industries should focus on all diverse dimensions that can build customer loyalty (Brakus et al., 2009). Experiential marketing is focusing on a dynamic approach of creating a sense, feel, think, act, and relate approach to pursue the purchasing intention of a customer (Nigam, 2012). Chen et al. (2020) empirically identified the factors that affect memorable tourism experiences and how to elicit fun emotion and customer loyalty for inducing revisit intention. The lower the tourist perceived risk, the higher the customer experience.

Customer Retention

Retaining customers in hotel industry is gaining more importance with increasing competition. Choi and Chu (2001) inferred that portal can attract, maintain, satisfy and retain customers are more likely to survive in the long term. Value perceived influences the satisfaction and chances of returning back to the hotels. Petrillose and Brewer (2000) found that customers' experience is excellent when services are offered courteously while Fu and Parks (2001) opined that friendly service and individual attention are important to retain customers. Back and Parks (2003) found that customer retention is important for hotel industry as it is directly linked with customer satisfaction. Sim, Mak and Jones (2006) and Almeida and Campos (2020) indicated that customer retention is made up of two important indicators- loyalty and intent to switch. It proposed a model to explain the relationship between customer retention and satisfaction. Syaquirah and Faizurrahman (2014) focus on customer retention by measuring service quality, customer emotion, and satisfaction. Facilitative services as per the customers' choice can build positive emotions and a better customer experience.

Word of Mouth

Xu et al. (2020) focused on the influential mechanism of word of mouth to ascertain the relationship between perceived image and behavior intention. It was found that tourist psychology significantly mediates part of the generation of word of mouth.

Arnold et al. (2005) focused on delightful experiences that is shared by the customers as favourable outcome and creating positive word of mouth communication and recommendation. Sirapracha and Tocquer (2012) recently focused on brand differentiation in the service industry by compelling customers for loyal relationships by delivering a service mix to create a favorable customer experience because customers will quote their good and bad experiences with others or discontinue patronage if they endeavor terrible experience. This will lead to switching to other service providers and Mc Cole (2004), remarkably stated that future orientation should be focused on the delivery of services to create personal

experiences of customers to ensure customer loyalty and gain a competitive advantage for a sustainable future.

Customer Satisfaction

Khan et al. (2022) in empirical research constructed a model to capture the essence of customer experience and how it influences customer satisfaction to create customer loyalty. The study is an extension of the customer experience quality scale in the hospitality industry. Studies have supported that the tourism and hospitality industry has been the most experience-based service offering (Gilmore & Pine, 2002) which states that memorable experience can only provide satisfaction.

Klaus and Maklan (2012) provided a scale of customer experience quality to examine its impact on customer satisfaction, word of mouth, and brand loyalty. They have given nineteen items in the scale under four dimensions identified as product experience, moments of truth, outcome focus, peace of mind. Structural equation modelling is used to assess the parameters and the analysis supported the relationship between customer experience dimensions and satisfaction. Further, the relationship between experience and satisfaction, brand loyalty, word of mouth shows that satisfaction creates loyalty directly. Thus, it supports that customer experience is considered to be the most important issue in gaining competitive advantage in service organizations and customer behavioral outcome can be influenced by the four dimensions of customer experience quality (Khan et al., 2022).

The reviews validate that service encounters at each point should be validated to create customer value and the most influential dimension that affects customer satisfaction is peace of mind (Khan et al., 2022). Experience dimensions should be understood for drafting consumer-centric strategies and managing customer experience.

Liberato et al. (2017) stated that current information technology and its use in hotel services is very important in explaining the tourism experience. A determining factor for the evaluation of the experience for a greater level of satisfaction is the adoption of digitally enabled experience for customers which not only increases their satisfaction but also creates a positive after-effect that is transmitted in terms of brand loyalty. It is interesting for future researchers to understand the mechanism that

connect the different elements of customer experience.

Nadzharyan et al. (2018) suggested five stages to elaborate the evolution of a digitally transformed hospitality industry which focuses on use of technology to improve customer experience and changing the customer journey with integration of technology into a customer digital experience. The developed model for Mandarin Hotel helps to understand the application of digital technologies for improving customer experience. Sharma (2016) highlights the positive impact of technology adoption on customer experience. It revealed that technology can act as a differentiator to ensure customer satisfaction through digital experience. Ali et al. (2014) found customer satisfaction to act as a mediator between quality of service and repurchase intention.

Hussain (2016) examined the relationship between service quality, satisfaction and loyalty and found that favourable behavioural intention are generated by service quality through customer satisfaction. Thus, it is confronted in various studies that highly satisfied customers are more likely to revisit with the mediator of experience they felt and so hotels should try their best to create a positive milieu and offer better experience to the customers.

Bonfanti et al. (2021) highlights that hotel managers invests in both physical and digital firm controlled touch points to create customer experience. More recently the hotels have designed digital innovations by investments in technology to implement servicescape reorganization. The customer experience can no longer be determined by the factors that researchers have invested in because now it is shifting to digital experience. Technology and digital innovation improve overall hotel experience to provide novel insights and creating designed experience in the areas of touchpoints journey and physical and social elements (Ponsignon et al., 2017). The hotels influence customer satisfaction as argued by some researchers (Chen & Chen, 2010) (Klaus & Maklan, 2013) (Tapar et al., 2017) and so it is the responsibility and ability of business to meet customer needs and manage and forecast their expectations. Further research can be done to study how a designing experience can be created to compare the intended customer experience with actual and relate it to customers' personality and psychological attributes.

Meyer and Schwager (2007) explained that components of experience should have a break down to discover how customers can be satisfied with different aspects of

hotel service because satisfaction can be measured in the totality of resultant outcomes and positive reactions by identification of negative things that can be removed to minimize the gap between customer expectations and experience.

Pereira, de Fátima Salgueiro and Rita (2016) investigated the impact of technology and its dimensions on customer loyalty and customer satisfaction. Results show that satisfaction is a mediating determinant in the relationship between online purchase variables and customer loyalty. A better understanding of customer-specific cities is necessary for a better customer experience.

DISCUSSION AND FUTURE RESEARCH

In exploring the landscape of customer experience within the hotel industry, it's crucial to acknowledge the inconsistencies and contradictions present in existing literature concerning functional values and dimensional linkages. While some studies emphasize the pivotal role of service quality and customer satisfaction in driving positive customer experiences, others may suggest additional dimensions or challenge the significance of certain factors. For instance, while Priporas et al. (2017) emphasize the importance of service quality and its contribution to customer satisfaction, Shvets (2020) may argue that there are gaps in understanding the specific service quality factors that truly impact guest experiences.

Competition is fierce within the hotel industry and the last and the first differentiator to beat the competition and have sustainable solutions is the customer experience that can increase ROI and customer loyalty. The major issues are the pitfalls that affect experience while serving the guests in the hotel industry. Some of these issues which are provided by various reviewers can be summarised as outdated technology which can affect hotel services mysteriously and make them unreliable and decrease the trust of customers due to an increased gap between the desired services and actual ones. So revamping technology-wise is the solution to erase this issue and create technologically based services with identification of key areas to provide a techno-savvy environment not only during the stay but pre- and post-service delivery.

Lack of customised services and personalisation during the stay can also convert an experience into a negative one. Untrained staff cannot tailor the guest's experiences to fit with their personal interests which is a challenge for

hospitality services. Guests should have a dream customer experience that can be created by proactive staff and it's a challenge to train and coach employees to deliver services beyond customers' expectations.

The guest's experience and the hotelier experience are inextricably linked. Both feed each other through creating demand, fulfilling expectations, and desiring satisfaction with the increase in dynamic nature of travel technology and changing guest's behaviour. A challenge is posed to create a focused approach towards customer interaction and optimised guest experience recognised as one of the most critical aspects for sustainability in the hospitality sector. The challenges have become multi-folded due to uncertainties, a new model of integrating with customers, increase in cost and availability, creative service designs, value-added service delivery, and coping with risk aversions.

The effectiveness of current strategies employed by hotels to enhance functional values and dimensional linkages warrants critical assessment. While some hotels may prioritize technological innovations and personalized services to improve customer experiences, others may focus more on traditional hospitality practices. The effectiveness of these strategies may vary depending on factors such as target market demographics, competitive landscape, and organizational culture. For instance, while digital innovations may enhance customer convenience and satisfaction, they may also pose challenges related to data privacy and security concerns.

Technology and the internet of things are a boom in providing solutions to make customer experiences convenient and everlasting, chatbots, smart sensors, mobile applications are now engaged for personalised services and integrating all comprehensive check points to ensure guests loyalty as well as satisfaction during their stay. These all can be achieved through continuous improvement and searching for new ideas that can create value and deliver experiences in personal manner. The hotel staff should dwell into innovative skills that go beyond additional hospitality and be inspired to experiment with different offerings showcasing diversity in service delivery. The snowball effect can give the huge result and so customer services can win repeated customers, valuable revenue from customer reviews and enhanced customer experience. Technology innovation has provided various routes to overcome the challenges and disseminate digital experience.

Tech-savvy customers have grown up in a time of rapid change with a constant demand for technology driven services and their expectations are unforgiving. Therefore, when it comes to hospitality services and hotel stays, customers are keen to use technology to make their experience digital and their travel seamless. Services combined with digitally-savvy innovative solutions create a win-win for both the service providers and the guest. The current study throws light on important issues and dimensions of customers experiences and the relationship with predecessors and successors in the context of hotel industry. This research provides an overview of previous literature on the subject matter to enable a clear understanding of customer experience as one of the most important factors where hotel industry is now shifting to customer orientation from service orientation through technological innovation. Evaluation of service quality should be done at post-consumption stage of services to develop an influential result on behavioural intention. Digital experience of the service enhances satisfaction and perceived customer value forcing customers to form a positive word of mouth. Hotels should develop customized services and stimulate positive emotions to create memorable experiences. Improved competitiveness and differentiation are the key performance indicators that demonstrate value addition in hotel services through technological innovations can enhance customer experience.

Further research can be undertaken to explore customer experience in an association with variables like effective service mix strategies, commitment, brand equity, customer engagement, retention and how innovative solutions can impact word of mouth to ensure a competitive advantage.

The service interface is the most important factor which can be explored further for managing the customer's feelings and how to deal with a variety of negative emotions that cause a bad experience. Technology innovation has reinvented the service interface and new techniques should be used to understand the customer's needs and respond accordingly. Brand attributes lead to the development of customer relationships with a focus on connecting between brand equity and customer equity which can be taken further as a new research avenue to understand how customer experience has a significant impact on brand perception which ultimately interacts with the experiences of customers. Another important aspect is

creation of customer value by influencing attitudes and perception. Hotels can create a competitive advantage by considering multidimension factors for creating customer experience and technological innovations can be incorporated to study digital experience in relation to satisfaction, customer value, brand loyalty, customer engagement and retention and ultimately customer satisfaction. Further empirical research can be conducted based on a theoretical framework that reveals that many of the dimensions are still unresearched.

The preliminary evidence that has integrated approaches to service quality and customer satisfaction research can be considered because perceived customers value is an immediate antecedent to purchase intention and customer satisfaction and one more variable word of mouth is linked with it. Replication of various relationships in particular perceived value, service quality and customer satisfaction can be conducted with particular emphasis on hospitality services.

The paper provides insights in the field of hospitality industry, evolution of customer experience concept and the role of technological innovation in enhancing customer satisfaction and experience. Implications for stakeholders i.e. service providers, customers, hotel owners, managers as well as future researchers can critically examine the various dimensional linkages to accelerate the adoption of technology for creating a digital experience with better value for money. The implementation of technology in all the aspects of service delivery can help to minimise the gap between customer expectations and actual service and hotels can offer customised services by adoption of technological innovation in various phases of customer journey (Rawal et al., 2022). Sharma et al. (2023) mentioned that the future of innovation in guests experience can only be obtained through adoption of technology and hotel industry have numerous touchpoints where customers directly interact and these human interactions can be made memorable through use of technology. Starkov (2021) also focused on multiple digital touchpoints in the customer journey where new digital perspective can be implemented. Tech solutions can provide optimal use of technology to improve customer service and operational efficiency (Ghosh & Batabyal, 2022). Digital future will necessarily have implication on generation of innovative technology, invention of hospitality, innovation in hospitality processes, business strategies for gaining competitive advantage.

LIMITATIONS

The research conducted should be understood in light of certain limitations where the literature review did not capture customer experience phenomenon but included the pre and post determinants. It focused on the inclusion of various studies which connected one or two dimensions with customer experience in the hospitality sector. The procedure was considered in a manner to track dimensions that are predominantly affecting customer experience directly but may have selected the reviews focusing on tracking the articles highlighting customer response. Secondly, the study strictly selected reviews and research papers only which may have limited the results due to the non-inclusion of books, chapters, or papers that may have a different perspective on the concept. Article inclusion criteria were limited to the acknowledgment of findings in the hospitality sector. Various articles were reviewed whose results are acknowledged but they may have a difference of opinion regarding premises of customer experience but it helped us to analyze the various related and unrelated linkages that helped to prepare a theoretical framework.

ACKNOWLEDGEMENT

No financial or non-financial assistance was received.

REFERENCES

- Ali, F., Hussain, K., & Ragavan, N. A. (2014). Memorable customer experience: Examining the effects of customers experience on memories and loyalty in Malaysian resort hotels. *Procedia - Social and Behavioral Sciences*, 144(1), 273-279.
- Ali, F., Park, E., Kwon, J., & Chae, B. K. (2019). 30 years of contemporary hospitality management: Uncovering the bibliometrics and topical trends. *International Journal of Contemporary Hospitality Management*, 31(7), 2641-2665. doi:<https://doi.org/10.1108/IJCHM-10-2018-0832>
- Almeida, S., & Campos, A. C. (2020). Leveraging customer value through co-creative experiences: A look into hotel businesses. *Journal of Tourism & Development*, (33), 137-150. doi:<https://doi.org/10.34624/rtd.v0i33.20417>
- Al-Msallam, S. (2015). Customer satisfaction and brand loyalty in the hotel industry. *International Journal of Management Sciences and Business Research*, 4, 1-13.
- Alnawas, I., & Hemsley-Brown, J. (2019). Examining the key dimensions of customer experience quality in the hotel industry. *Journal of Hospitality Marketing and Management*, 28(7), 833-861.
- Arnold, M. J., Reynolds, K. E., Ponder, N., & Lueg, J. E. (2005). Customer delight in a retail context: Investigating delightful and terrible shopping experiences. *Journal of Business Research*, 58(8), 1132-1145.
- Badgett, M., Moyce, M. S., & Kleinberger, H. (2007). *Turning Shoppers into Advocates*. Somers, NY: IBM Institute for Business Value.
- Batabyal, D., Rawal, Y. S., Chatterjee, P., & Goswami, S. (2023). Temple service quality model for future pilgrimages in Indian sub-continent through user-generated contents (UGC) in TripAdvisor. *International Journal of Tourism Anthropology*, 9(2), 113-135.
- Benckendorff, P., & Zehrer, A. (2013). A network analysis of tourism research. *Annals of Tourism Research*, 43, 121-149.
- Berry, L. L., Carbone, L. P., & Haeckel, S. H. (2002). *Managing the total customer experience*. MIT Sloan Management Review. Sping.
- Blesic, I., Anjelija, S. U., Stamenkovic, I., & Bradic, M. (2014). Research of expected and perceived service quality in hotel management. *Journal of Tourism*, 5-13.
- Boes, K., Buhalis, D., & Inversini, A. (2015). Conceptualising smart tourism destination dimensions. In *Information and Communication Technologies in Tourism 2015: Proceedings of the International Conference in Lugano, Switzerland, February 3-6, 2015* (pp. 391-403). Springer International Publishing.
- Borkar, S., & Koranne, S. (2014). Study of service quality management in hotel industry. *Pacific Business Review International*, 6(9), 21-25.
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(May), 52-68.
- Bravo, R., Martinez, E., & Pina, J. M. (2018). Effects of service experience on customer responses to a hotel chain. *International Journal of Contemporary Hospitality Management*.

- Buhalis, D., & Law, R. (2008). Progress in tourism management: Twenty years on and 10 years after the internet: The state of e-tourism research. *Tourism Management, 29*(4), 609-623.
- Carbone, H. (1994). Engineering customer experiences. *Marketing Management Journal, 3*, 1-14.
- Casalo, L. V., Flavian, C., & Guinalíu, M. (2007). The influence of satisfaction, perceived reputation and trust on a consumer's commitment to a website. *Journal of Marketing Communications.*
- Cetin, G., & Dincer, F. I. (2014). Influence of customer experience on loyalty and word-of-mouth in hospitality operations. *Anatolia, 25*(2), 181-194.
- Cetin, G., & Walls, A. (2016). Understanding the customer experiences from the perspective of guests and hotel managers: Empirical findings from luxury hotels in Istanbul, Turkey. *Journal of Hospitality Marketing & Management, 25*(4), 395-424.
- Chang, H. S. (2008). Increasing hotel customer value through service quality cues in Taiwan. *The Service Industries Journal, 28*(1), 73-84.
- Chaudhuri, A. (1997). Consumption emotion and perceived risk: A macro-analytic approach. *Journal of Business Research, 39*(2), 81-92.
- Chen, X., Cheng, Z. F., & Kim, G. B. (2020). Make it memorable: Tourism experience, fun, recommendation and revisit intentions of Chinese outbound tourists. *Sustainability, 12*(5), 1904.
- Chen, C. F., & Chen, F. S. (2010). Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists. *Tourism management, 31*(1), 29-35.
- Chen, Y. L., Chen, J., Liu, W. Y., & Sharma, T. (2020). Expected benefits of people interactions and guest experiences. *International Hospitality Review, 34*(2), 187-202.
- Chepngetich, B., Ouma, O. K., & Aila, F. O. (2019). Influence of customer experience dimensions on purchase behaviour in Kenyan hotels.
- Chinomona, R., & Dubihlela, D. (2014). Does customer satisfaction lead to customer trust, loyalty and repurchase intention of local store brands? The case of Gauteng Province of South Africa. *Mediterranean Journal of Social Sciences, 5*(9), 23.
- Choi, T. Y., & Chu, R. (2001). Determinants of hotel guests' satisfaction and repeat patronage in the Hong Kong hotel industry. *International Journal of Hospitality Management, 20*(3), 277-297.
- Cowley, E. (2008). Looking back at an experience through rose-colored glasses. *Journal of Business Research, 61*(10), 1046-1052.
- Fu, Y. Y., & Parks, S. C. (2001). The relationship between restaurant service quality and consumer loyalty among the elderly. *Journal of Hospitality & Tourism Research, 25*(3), 320-326.
- Gentile, C., Spiller, N., & Noci, G. (2007). How to sustain the customer experience: An overview of experience components that co-create value with the customer. *European Management Journal, 25*(5), 395-410.
- Gilmore, J. H., & Pine, B. J. (2002). Customer experience places: The new offering frontier. *Strategy & Leadership, 30*(4), 4-11.
- Ghosh, B. K., & Batabyal, D. (2022). Measuring tourism efficiency for sustainable tourism policies: An empirical study for India. *Revista Turismo & Desenvolvimento, 38*, 23-33.
- Oh, H. (1999). Service quality, customer satisfaction, and customer value: A holistic perspective. *International Journal of Hospitality Management, 18*(1), 67-82.
- Hasegawa, N., Camello, N., & Kovaleski, A. (2019). The articulation of Airbnb experiences: A survey in Coimbra, Portugal. *Journal of Tourism & Development, 32*, 207-221. doi:https://doi.org/10.34624/rtd.v0i32.20489
- Holbrook, H. (1982). The experiential aspects of consumption: Consumer fantasies, feelings, and fun. *The Journal of Consumer Research, 9*, 132-140.
- Jasinskas, E., Streimikiene, D., Svagzdiene, B., & Simanavicius, A. (2016). Impact of hotel service quality on the loyalty of customers. *Economic Research-Ekonomiska istraživanja, 29*(1), 559-572.
- Kanchan, & Sharma, A. (2017). Evaluation of the service quality for hotel industry - A case study. *Advances in Computational Sciences and Technology, 10*(6), 1615-1619.
- Kandampully, J., & Suhartanto, D. (2000). Customer loyalty in the hotel industry: The role of customer satisfaction and image. *International Journal of Contemporary Hospitality Management.*
- Khan, R. U., Salamzadeh, Y., Iqbal, Q., & Yang, S. (2022). The impact of customer relationship management and company reputation on customer loyalty: The mediating role of customer satisfaction. *Journal of Relationship Marketing, 21*(1), 1-26.

- Khoo, K. L. (2020). A study of service quality, corporate image, customer satisfaction, revisit intention and word-of-mouth: Evidence from the KTV industry. *PSU Research Review*, 6(2), 105-119.
- Klaus, P. P., & Maklan, S. (2013). Towards a better measure of customer experience. *International Journal of Market Research*, 55(2), 227-246.
- Klaus, P. P., & Maklan, S. (2012). EXQ: A multiple-item scale for assessing service experience. *Journal of Service Management*, 23(1), 5-33.
- Kotler, P. (1971). What consumerism means for marketers. *Harvard Business Review*, 50(3).
- Kotler, P., & Keller, K. L. (2009). *Manajemen pemasaran*. Retrieved from <http://eprints.binadarma.ac.id/10124/1/TUGAS%201.pdf>.
- Mano, H., & Oliver, R. L. (1993). Assessing the dimensionality and structure of the consumption experience: Evaluation, feeling, and satisfaction. *Journal of Consumer Research*, 20(3), 451-466.
- Mathwick, C., & Rigdon, E. (2004). Play, flow, and the online search experience. *Journal of Consumer Research*, 31(2), 324-332.
- McCole, P. (2004). Refocusing marketing to reflect practice: The changing role of marketing for business. *Marketing Intelligence & Planning*, 22(5), 531-539.
- Meyer, C., & Schwager, A. (2007). Understanding customer experience. *Harvard Business Review*, 85(2), 116-126.
- Narvekar, R., & Dayanand, M. S. (2020). Perceived value in adventure tourism - A study of trekkers in Himachal Pradesh with respect to satisfaction and future intentions!. *Revista Turismo & Desenvolvimento*, (34), 21-38. doi:<https://doi.org/10.34624/rtd.v0i34.22330>.
- Nigam, D. A. (2012). Modeling relationship between experiential marketing, experiential value and purchase intentions in organized quick service chain restaurants shoppers using structural equation modeling approach. *Paradigm*, 16(1), 70-79.
- Novak, T. P., Hoffman, D. L., & Yung, Y. F. (1999). *Measuring the flow construct in online environments: A structural modeling approach* (pp. 1-48). Retrieved from <http://www2000.ogsm.vanderbilt.edu>
- Pereira, H. G., de Fátima Salgueiro, M., & Rita, P. (2016). Online purchase determinants of loyalty: The mediating effect of satisfaction in tourism. *Journal of Retailing and Consumer Services*, 30, 279-291.
- Petrillose, M. J., & Brewer, K. P. (2000). An exploration of customer retention factors in Las Vegas casino resort properties. *UNLV Gaming Research & Review Journal*, 5(2), 1.
- Pine, B. J., Pine, J., & Gilmore, J. H. (1999). *The experience economy: Work is theatre & every business a stage*. Harvard Business Press.
- Ponsignon, F., Durrieu, F., & Bouzdine-Chameeva, T. (2017). Customer experience design: A case study in the cultural sector. *Journal of Service Management*, 28(4), 763-787.
- Priporas, C. V., Stylos, N., Rahimi, R., & Vedanthachari, L. N. (2017). Unraveling the diverse nature of service quality in a sharing economy: A social exchange theory perspective of Airbnb accommodation. *International Journal of Contemporary Hospitality Management*, 29(9), 2279-2301.
- Rather, R. A. (2018). Customer experience in indian hospitality sector: An empirical study. *International journal on customer relations*, 6(2), 14.
- Rawal, Y. S., Soni, H., Dani, R., & Bagchi, P. (2022, July). A review on service delivery in tourism and hospitality industry through artificial intelligence. In *Proceedings of Third International Conference on Computing, Communications, and Cyber-Security: IC4S 2021* (pp. 427-436). Singapore: Springer Nature Singapore.
- Sharma, S., Rawal, Y. S., Soni, H., & Batabyal, D. (2023, February). Technological impacts of AI on hospitality and tourism industry. In *Proceedings of International Conference on Data Science and Applications: ICDSA 2022*, (vol. 1, pp. 71-78). Singapore: Springer Nature Singapore.
- Shvets, I. Y. (2020). Gaps in the perception of service quality factors in customer experience management. *International Journal of Advanced Research in Engineering and Technology*, 11(7), 669-677.
- Sim, J., Mak, B., & Jones, D. (2006). A model of customer satisfaction and retention for hotels. *Journal of Quality Assurance in Hospitality & Tourism*, 7(3), 1-23.
- Sirapraha, J., & Tocquer, G. (2012). Customer experience, brand image and customer loyalty in telecommunication services. In *International Conference on Economics, Business and Marketing Management* (vol. 29, no. 3, pp. 112-117).
- Skogland, I., & Siguaw, J. A. (2004). Are your satisfied customers loyal? *Cornell Hotel and Restaurant Administration Quarterly*, 45(3), 221-234.

- Sousa, N., Álen, E., Losada, N., & Melo, M. (2022). Virtual reality in tourism promotion. *Journal of Tourism & Development*, 39, 279-290. doi:<https://doi.org/10.34624/rtd.v39i0.26241>.
- Syaqirah, Z. N., & Faizurrahman, Z. P. (2014). Managing customer retention of hotel industry in Malaysia. *Procedia - Social and Behavioral Sciences*, 130, 379-389.
- Tapar, A. V., Dhaigude, A. S., & Jawed, M. S. (2017). Customer experience-based satisfaction and behavioural intention in adventure tourism: Exploring the mediating role of commitment. *Tourism Recreation Research*, 42(3), 344-355.
- Tepeci, M. (1999). Increasing brand loyalty in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 11(5), 223-230.
- Volodomanova, N. Y., Morozov, M. A., & Umnov, A. N. (2001). *International service standards for enterprises of the hotel industry*. M. Taller Investment Fund.
- Wangchan, R., & Worapishet, T. (2019). Factors influencing customer loyalty in hotel business: Case study of five-star hotels in Bangkok, Thailand. *Asian Administration & Management Review*, 2(1).
- Westbrook, R. A., & Oliver, R. L. (1991). The dimensionality of consumption emotion patterns and consumer satisfaction. *Journal of Consumer Research*, 18(1), 84-91.
- Wu, L. Y., Chen, K. Y., Chen, P. Y., & Cheng, S. L. (2014). Perceived value, transaction cost, and repurchase-intention in online shopping: A relational exchange perspective. *Journal of Business Research*, 67(1), 2768-2776.
- Xu, F., Niu, W., Li, S., & Bai, Y. (2020). The mechanism of word-of-mouth for tourist destinations in crisis. *Sage Open*, 10(2), 2158244020919491.