

## How Can Customer Service Management Be Used to Boost the Tourism Industry?

Abdul Kadir Othman<sup>1</sup>, Amena Sibghatullah<sup>2</sup>

<sup>1</sup>*Institute of Business Excellence, Universiti Teknologi MARA, 40450 Shah Alam, Selangor, Malaysia*

<sup>2</sup>*Faculty of Business and Management, Universiti Teknologi MARA, 42300 Puncak Alam, Selangor, Malaysia*

**Abstract:** People travel to various places for leisure, recreation, and business purposes. This activity generates income for the host country's economy, creates jobs, and supports small businesses. A lot of studies have been conducted to confirm the contribution made by the tourism industry to the economy. Studies have also been done to investigate factors that contribute to tourist satisfaction that is perceived to boost the tourism industry. However, these studies have focused on specific factors and specific contexts that might not be relevant in other conditions or locations. The purpose of this paper is to bring together the previous research work on tourist satisfaction so that a comprehensive model of tourist satisfaction can be developed. The proposed model of tourist satisfaction comprises factors including training and development, personalization and customization, the anticipation of customer needs, feedback and surveys, implementing technology solutions, crisis management and emergency response, cultural diversity and diversity training, creating memorable experiences, resolving complaints effectively, building a strong online presence, collaborating with other businesses and stakeholders, and measuring and tracking key performance indicators. It is expected that the proposed model will be used by future researchers when investigating the role of customer service management in ensuring tourist satisfaction.

**Keywords:** tourism industry, customer service, economic growth, tourist satisfaction

**Suggested Citation:** Othman, A. K & Sibghatullah, A. (2023). How can Customer Service Management Be Used to Boost the Tourism Industry? *TEAM Journal of Hospitality and Tourism*, 20(2), 29-38

---

### Introduction

The tourism industry is regaining its status as an important source of income for countries after the COVID-19 pandemic. Furthermore, the industry creates job opportunities for citizens and helps other auxiliary industries grow with the increase in the number of people traveling from one place to another. Due to its importance to the economic growth of many countries, a lot of research work has been dedicated to establishing the link between tourism and economic development (e.g., Hussain, 2021; Thommandru, Espinoza-Maguiña, Ramirez-Asis, Ray, Naved, & Guzman-Avalos, 2023). Previous studies have also been conducted focusing on the factors that can boost the tourism industry, including customer service factors (e.g., Abdelhamied, 2019; Hou, 2023).

The existing studies on the importance of customer service management in ensuring tourist satisfaction are abundant. However, these studies have been focusing on certain aspects of customer service such as omnichannel (Fraccastoro, Gabrielsson, & Pullins, 2021), customer feedback (Tien, Trang, & Ngoc, 2021), complaint handling and resolution (Bouranta, Psomas, Suárez-Barraza, & Jaca, 2019), using advanced technology and tools (Srivastava, Kishore, & Dhingra, 2021), and training on cultural diversity (Liu, Liu, & King, 2022). These studies were conducted exclusively on specific contexts with no intention to ensure the comprehensiveness of the study and generalization of the findings.

---

Correspondence: Abdul Kadir Othman ; Email: [abdkadir@uitm.edu.my](mailto:abdkadir@uitm.edu.my)

So far, there is no effort has been made to investigate these factors that contribute to tourist satisfaction in a cohesive framework. Therefore, the purpose of this paper is to bring together previous work on the importance of customer service management approaches in ensuring customer satisfaction in the tourism industry. It is expected that by ensuring tourist satisfaction, more tourists will visit the country, and as a result, the tourism industry will grow and contribute significantly to the economic growth of the country.

## **2 LITERATURE REVIEW**

### **2.1 *Tourism Industry and Its Importance to the Economy***

Tourism refers to the practice of individuals or groups traveling to destinations outside of their usual environment for leisure, recreation, or business purposes (Downward, Rasciute, & Muniz, 2020). It encompasses various activities, including sightseeing, cultural exploration, adventure tourism, and more. Tourism can involve both domestic travel within one's own country and international travel to foreign destinations (Ponsignon, Lunardo, & Michrafy, 2021).

The importance of tourism to the economy is obvious. Tourism creates jobs for the people in the host country. It creates direct employment in various sectors such as accommodation, food services, transportation, and recreational activities (Thommandru, et al., 2023). Additionally, it generates indirect employment in industries like agriculture, construction, and retail that supply goods and services to the tourism sector. Some countries rely on the tourism industry to ensure a high score on GDP.

Tourism brings in substantial revenue through spending made by tourists (Hussain, 2021). Tourists who visit the country will make significant spending on accommodation, food and beverages, transportation, activities, souvenirs, and other goods and services. These are the necessary tourism services and products that tourists must subscribe to or buy when visiting attractive places in the host country. This influx of money from tourist spending stimulates economic activity and helps support local businesses (Chung, Choi, Yoo, & Kim, 2020).

In many countries, tourism serves as a crucial source of foreign exchange earnings (Rasool, Maqbool, & Tarique, 2021). When international tourists visit a destination, they often pay for services and products in the local currency, which strengthens the country's balance of payments. For tourist destination countries, such as Thailand, Philippines, Indonesia, and Malaysia, foreign exchange earnings contribute significantly to the country's economic growth (Azam, & Abdullah, 2022).

Tourism provides opportunities for small and local businesses to grow (Nilsson, 2020). Bed and breakfasts, boutique shops, local eateries, and artisanal crafts are often patronized by tourists, helping to sustain these enterprises, and contributing to a diverse and vibrant local economy. Some of these enterprises rely heavily on tourists to sustain their business. During the COVID-19 pandemic, most of these enterprises suffered because tourists were not allowed to enter the country to curb the spread of the virus (Rahma, & Arvianti, 2020).

The presence of a thriving tourism industry often leads to investments in infrastructure, including airports, roads, public transportation, and other facilities (Saremi, 2020). The government realizes that to promote the tourism industry, it must invest heavily in the physical infrastructure because it is the main factor that contributes to tourist satisfaction during their visit, and it will ensure their return in the future. These improvements benefit both tourists and residents, enhancing their overall quality of life.

Tourism can incentivize the preservation and promotion of cultural heritage sites and traditions (Ezenagu, 2020). For example, tourists from India visited Malaysia because they wanted to perform their prayers at Batu

Cave Temple. It is believed that this is the place where one of their gods had first landed on earth. Recognizing the value of these assets to visitors encourages communities and governments to safeguard them, ensuring their long-term viability.

For many destinations, tourism serves to diversify their economy. It provides an alternative revenue stream to traditional industries and can help stabilize economies that are heavily reliant on specific sectors such as manufacturing and agricultural sectors (Khan, Hassan, Fahad, & Naushad, 2020). To promote tourism, sectors such as lodging and accommodation, transportation, restaurants and eateries, and souvenirs must be developed in line with the tourism campaign and promotion. Tourists see these aspects as a package that ensures their satisfaction.

Tourism has the potential to stimulate economic growth in regions that may not have access to other forms of economic activity. This can lead to a more balanced development across urban and rural areas (Wijijayanti, Agustina, Winarno, Istanti, & Dharma, 2020). Tourists from developed countries visit developing countries because they want to experience a lifestyle that is different from theirs. Eco-tourism is trendy nowadays where tourists come to experience nature that is not available in their own countries.

Taxes generated from tourism-related activities, including accommodations taxes, sales taxes, and airport fees, contribute to government revenues (Durán Román, Cárdenas García, & Pulido Fernández, 2020). These funds can be reinvested in public services, infrastructure, and community development. Therefore, tourism can surely increase government revenues and subsequently improve the quality of life of the citizens through the country's development, including infrastructure projects, improved education systems, and other community development programs.

The tourism industry encourages entrepreneurship and innovation. It provides opportunities for individuals and businesses to develop new and unique products and services that cater to the needs and interests of tourists (Labanauskaitė, Fiore, & Stašys, 2020). For example, tourists come to visit Bali, Indonesia because they want to experience a unique cultural heritage. Tourists visit Japan because of its nature. The local businesses will experience business growth by offering specific tourist products and services.

Overall, tourism is a dynamic and multifaceted industry that plays a vital role in the economic prosperity of many countries. It stimulates economic activity, creates jobs, supports local businesses, and contributes to the overall well-being of communities.

## **2.2 *Customer Service Management***

Customer service management refers to the process of overseeing and coordinating all aspects of an organization's interactions with its customers (Luther, Barra, & Martial, 2019). It involves designing and implementing strategies, policies, and practices that aim to provide a high level of customer satisfaction and meet their needs effectively and efficiently. Customer service management encompasses various functions, including training and development of staff, establishing service standards, handling customer inquiries and complaints, and continuously seeking ways to improve the overall customer experience (Keiningham, Aksoy, Bruce, Cadet, Clennell, Hodgkinson, & Kearney, 2020). The goal of customer service management is to build strong, positive relationships with customers, leading to loyalty, retention, and positive word-of-mouth recommendations (Dewnarain, Ramkissoon, & Mavondo, 2021).

## **2.3 *The Components of Customer Service Management***

Customer service management has several key components that collectively contribute to providing excellent customer experiences (Witell, Kowalkowski, Perks, Raddats, Schwabe, Benedettini, & Burton, 2020). These components include customer needs assessment, service standards and policies, employee training and

development, communication channels, customer feedback, and surveys, complaint handling resolutions, technology and tools, cultural sensitivity and diversity training, continuous improvement and innovation, and empowerment of frontline staff.

Customer needs assessment relates to understanding the specific needs and expectations of customers. This involves gathering feedback, conducting surveys, and actively listening to customer inquiries and concerns (Rosak-Szyrocka, Żywiołek, & Mrowiec, 2022). Before a company can determine the types of services to be offered to customers, it must correctly identify the customer needs and requirements. From the input, the company can tailor the services offered to match the needs and requirements of customers.

Service standards and policies refer to the guidelines for the employees and the departments within the organization to offer the right services that meet customer requirements. Establishing clear and comprehensive service standards and policies ensures consistency in customer interactions (Bharadiya, 2023). This includes response times, quality benchmarks, and protocols for handling different types of inquiries or issues. Service standardization is associated with perceived quality service that will possibly lead to customer satisfaction.

Having the standards and policies alone is not sufficient. The company must have proper training and development programs to equip staff with the necessary skills, knowledge, and attitudes to provide excellent service (Abdelhamied, 2019). This involves training in communication skills, problem-solving, conflict resolution, and product or service knowledge. The training and development programs must be offered continuously to the staff with the updated content, reflecting the current development in the industry.

Furthermore, the company must provide multiple communication channels (e.g., phone, email, chat, and social media) that allow customers to reach out in the way that is most convenient for them (Fraccastoro, et al., 2021). Each channel should be monitored and managed effectively. In addition, there must be a system that can integrate various input received from multiple channels used by the company. Without a proper system, it is impossible to monitor all the input received.

Customer feedback and surveys are the means through which the company can determine the level of customer satisfaction with the services offered (Tien, et al., 2021). Establishing mechanisms to collect feedback from customers helps in understanding their experiences and identifying areas for improvement (Shafiee, Ghatari, Hasanzadeh, & Jahanyan, 2019). This can be done through surveys, comment cards, or online feedback forms. Data collected via surveys must be properly analyzed to make correct inferences and decide on the required corrective actions.

Complaint handling and resolution is another component of customer service management. Implementing a system for handling customer complaints in a timely and effective manner is crucial (Bouranta, et al., 2019). This includes empathetic listening, identifying solutions, and following up to ensure the issue is resolved to the customer's satisfaction. Again, the company must have a system to receive, record, and handle complaints, monitor the actions taken, and provide feedback to complainants within a specific timeframe.

Excellent customer service management requires the right technology and tools. Leveraging technology, such as Customer Relationship Management (CRM) systems, chatbots, and self-service portals, can streamline customer interactions and enhance the overall service experience (Srivastava, et al., 2021). For example, recording customer feedback can be systematically done via a system. Marketing campaigns can be successfully organized with the help of a system. Thus, technology facilitates the customer service processes in meeting customer needs and requirements.

For the tourism industry, cultural sensitivity and diversity training are a must to equip employees with the needed knowledge and skills regarding cultural differences (Liu, et al., 2022). Recognizing and respecting the

diverse backgrounds and perspectives of customers is essential for effective interactions. Customers are happy to interact with service providers who are understanding of their requirements (Said, Adham, Muhamad, & Sulaiman, 2022). This involves training staff in cultural sensitivity and providing services that are inclusive and welcoming to all.

To know whether the company has met customer expectations, it must have established Performance Metrics and Key Performance Indicators (KPIs). Establishing metrics such as customer satisfaction scores, Net Promoter Scores (NPS), first-response times, and resolution times helps in monitoring and evaluating the effectiveness of customer service efforts as well as identifying areas for improvements (Patti, van Dessel, & Hartley, 2020).

Furthermore, successful companies are those willing to continuously learn and improve their service from time to time. Regularly reviewing processes and seeking innovative ways to enhance the customer experience is crucial (Keiningham, et al., 2020). This can involve staying updated with industry trends, adopting new technologies, and implementing best practices. Some companies have gone the extra mile by encouraging their staff to propose new service initiatives that might possibly lead to customer satisfaction.

In addition, front-line staff are those interacting directly with customers. They are the persons who receive first-hand information, feedback, requests, and complaints from customers regarding the level of service offered. Empowering front-line employees to make decisions and take initiative in solving customer problems can lead to more efficient and satisfactory resolutions (Mohd Shahril, & Abdul Aziz, 2022). Customers hate to wait for service solutions, and they need quick answers to their inquiries.

By addressing these components, organizations can effectively manage customer service and create a positive and memorable experience for their customers, leading to increased satisfaction, loyalty, and advocacy.

#### **2.4 Strategies for Using Customer Service Management in Promoting Tourism**

Customer service management plays a crucial role in the success of the tourism industry. By focusing on providing exceptional service to tourists, businesses in this sector can enhance the overall tourist experience, leading to increased customer satisfaction, positive reviews, and repeat business. There are several ways in which customer service management can be used to boost the tourism industry, including training and development, personalization and customization, the anticipation of customer needs, feedback and surveys, implementing technology solutions, crisis management and emergency response, cultural diversity and diversity training, creating memorable experiences, resolving complaints effectively, building a strong online presence, collaborating with other businesses and stakeholders, and measuring and tracking key performance indicators.

Investing in training programs for front-line staff is crucial to ensure they have the necessary skills, knowledge, and attitude to provide excellent customer service (Abdelhamied, 2019; Hou, 2023). This could include communication skills, cultural sensitivity, problem-solving, and conflict resolution. Effective communication that tailors to the specific needs of tourists will ensure that they are satisfied with the services. This requires advanced training in communication and problem-solving.

Tailoring services to meet the specific needs and preferences of individual tourists will guarantee tourist satisfaction (Chao, & Mengli, 2023; Rosak-Szyrocka, et al., 2022). This can include offering personalized recommendations, arranging special requests, or providing unique experiences based on the customer's interests. Research has shown that mass customization can create value for businesses and customers alike.

Tourism-related businesses are required to proactively identify and address potential issues or concerns that customers may have during their visit (Canhoto, & Clear, 2020). This could involve providing information about local amenities, and transportation options, or offering solutions to common problems. Businesses must

be ready for all the possibilities that may happen during the visit so that tourists have no excuses to blame the businesses for any shortcomings.

Collecting feedback from tourists to understand their experiences and identify areas for improvement is a must if companies want to stay longer in the business (Grewal, Hulland, Kopalle, & Karahanna, 2020). Using surveys, comment cards, or digital platforms to gather input might help companies to gather the required data. Subsequently, these data must be analyzed to identify areas of concern and make necessary adjustments to services and operations to suit the current requirements of tourists (Shafiee, et al., 2019).

In this present digital era, companies that are reluctant to change will be left behind in the business competition. Leveraging technology to streamline processes and enhance the customer experience is a requirement to create a business niche (Cui, & van Esch, 2023). This could include using chatbots for quick responses to common queries, implementing online booking systems, or providing interactive maps and guides to tourists (Samala, Katkam, Bellamkonda, & Rodriguez, 2020).

During the visit, tourists sometimes get involved in unexpected events or emergencies. Therefore, companies are required to develop clear protocols for handling emergencies or unexpected situations, such as natural disasters or medical emergencies (Gupta, Modgil, Kumar, Sivarajah, & Irani, 2022). Staff should be well-trained in crisis management and can help efficiently when needed.

Tourists have diverse cultural backgrounds. Companies need to equip their staff with cultural awareness and sensitivity training to cater to the diverse needs of tourists from various backgrounds (Jhaiyanuntana, & Nomnian, 2020; Lucas, 2022). Understanding and respecting different cultures can greatly enhance the customer experience.

To create memorable experiences for tourists during their visit, companies need to design service experiences that go beyond the basic traditional services (Sundbo, & Dixit, 2020). This could involve offering guided tours, organizing special events, or providing unique amenities. Creating a WOW factor is important to ensure memorable experiences and tourists will surely come again because of this factor (Yuan, Bauman, Ferns, Ebrahimzadeh, & Alshiha, 2022).

Complaints are unavoidable because customers have different attitudes, preferences, and requirements. Thus, companies must resolve complaints effectively and professionally. One of the ways to do this is by establishing a system for handling customer complaints promptly (Agnihotri, Kulshreshtha, & Tripathi, 2022). Another important point to consider is that companies must focus on finding solutions that satisfy the customer and prevent similar issues from occurring in the future (Immonen, Kiljander, & Aro, 2020). To do that, the Root Cause Analysis is recommended.

With the advancement of technology, information is readily available at the fingertips. Therefore, companies must build a strong online presence by utilizing social media, websites, and review platforms to engage with customers before, during, and after their visit (Buhalis, Lin, & Leung, 2022). Responding to reviews, providing helpful information, and using these platforms to showcase the positive experiences of previous visitors can help promote the businesses to potential tourists (Buhalis, Leung, & Lin, 2023).

It is quite impossible for a company to offer a wide range of services to customers at the same time. Therefore, they must collaborate with other local businesses and organizations in the area to create a seamless and enjoyable experience for tourists (Buhalis, et al., 2022). This could involve joint marketing efforts, shared resources, or package deals. For example, collaborating with a popular restaurant to prepare food during the visit helps ensure a seamless customer experience.

Another strategy that must be considered by businesses is to measure and track their Key Performance Indicators (KPIs). Companies must monitor relevant KPIs such as customer satisfaction scores, Net Promoter

Scores (NPS), repeat visitation rates, and online reviews to examine the level of tourist satisfaction and their willingness to promote the company (Nguyen, & Ho, 2023). The company should use this data to assess its performance and identify areas for improvement.

By implementing effective customer service management strategies, businesses in the tourism industry can create a positive and memorable experience for tourists, ultimately leading to increased customer loyalty, positive word-of-mouth, and sustainable growth.

### 3 CONCLUSION

Tourist satisfaction is important to contribute to the growth of the tourism industry. Consequently, it will influence the countries' economic development. This paper is meant to compile the findings of the previous studies related to customer service factors that contribute to tourist satisfaction. From the review of the previous research work, it was found that training and development, personalization and customization, the anticipation of customer needs, feedback and surveys, implementing technology solutions, crisis management and emergency response, cultural diversity and diversity training, creating memorable experiences, resolving complaints effectively, building a strong online presence, collaborating with other businesses and stakeholders, and measuring and tracking key performance indicators contribute to tourist satisfaction. The findings of the present study are useful for tourism-related businesses to improve their current service levels and existing tourism products so that tourist satisfaction can be ensured. Future research is encouraged to verify the proposed model of tourist satisfaction that includes a comprehensive list of customer service factors.

### 4 ACKNOWLEDGEMENTS

I would like to acknowledge the support given by the Institute of Business Excellence (IBE), Universiti Teknologi MARA, 40450 Shah Alam, Selangor, Malaysia in producing and publishing this article.

### REFERENCES

- Abdelhamied, H. H. S. (2019). The impact of training activities on quality of service, customer satisfaction and behavioral intention. *Journal of Tourism and Hospitality Management*, 7(1), 135-148.
- Agnihotri, D., Kulshreshtha, K., & Tripathi, V. (2022). The emergence of social media as new normal during COVID-19 pandemic: a study on innovative complaint handling procedures in the context of banking industry. *International Journal of Innovation Science*, 14(3/4), 405-427.
- Azam, M., & Abdullah, H. (2022). Dynamic links among tourism, energy consumption, and economic growth: Empirical evidence from top tourist destination countries in Asia. *Journal of Public Affairs*, 22(4), e2629.
- Bharadiya, J. P. (2023). Machine Learning and AI in Business Intelligence: Trends and Opportunities. *International Journal of Computer (IJC)*, 48(1), 123-134.
- Bouranta, N., Psomas, E., Suárez-Barraza, M. F., & Jaca, C. (2019). The key factors of total quality management in the service sector: a cross-cultural study. *Benchmarking: An International Journal*, 26(3), 893-921.
- Buhalis, D., Lin, M. S., & Leung, D. (2022). Metaverse as a driver for customer experience and value co-creation: Implications for hospitality and tourism management and marketing. *International Journal of Contemporary Hospitality Management*, 35(2), 701-716.

- Buhalis, D., Leung, D., & Lin, M. (2023). Metaverse as a disruptive technology revolutionizing tourism management and marketing. *Tourism Management*, 97, 104724.
- Canhoto, A. I., & Clear, F. (2020). Artificial intelligence and machine learning as business tools: A framework for diagnosing value destruction potential. *Business Horizons*, 63(2), 183-193.
- Chao, Y., & Mengli, Y. (2023). Co-existing in differences: tailoring travel itineraries for tourists with similar interests. *IEEE Access*.
- Chung, J. Y., Choi, Y. K., Yoo, B. K., & Kim, S. H. (2020). Bleisure tourism experience chain: implications for destination marketing. *Asia Pacific Journal of Tourism Research*, 25(3), 300-310.
- Cui, Y., & van Esch, P. (2023). Artificial intelligence in customer service strategy for seamless customer experiences. In *Artificial Intelligence in Customer Service: The Next Frontier for Personalized Engagement* (pp. 73-97). Cham: Springer International Publishing.
- Dewnarain, S., Ramkissoon, H., & Mavondo, F. (2021). Social customer relationship management: a customer perspective. *Journal of Hospitality Marketing & Management*, 30(6), 673-698.
- Downward, P., Rasciute, S., & Muniz, C. (2020). Exploring the contribution of activity sports tourism to same-day visit expenditure and duration. *Journal of Sport & Tourism*, 24(2), 111-126.
- Durán Román, J. L., Cárdenas García, P. J., & Pulido Fernández, J. I. (2020). Taxation of tourism activities: A review of the top 50 tourism destinations. *Revista de economía mundial*, 55, 2020, 49-78.
- Ezenagu, N. (2020). Heritage resources as a driver for cultural tourism in Nigeria. *Cogent Arts & Humanities*, 7(1), 1734331.
- Fraccastoro, S., Gabrielsson, M., & Pullins, E. B. (2021). The integrated use of social media, digital, and traditional communication tools in the B2B sales process of international SMEs. *International Business Review*, 30(4), 101776.
- Grewal, D., Hulland, J., Kopalle, P. K., & Karahanna, E. (2020). The future of technology and marketing: A multidisciplinary perspective. *Journal of the Academy of Marketing Science*, 48, 1-8.
- Gupta, S., Modgil, S., Kumar, A., Sivarajah, U., & Irani, Z. (2022). Artificial intelligence and cloud-based Collaborative platforms for managing disaster, extreme weather, and emergency operations. *International Journal of Production Economics*, 254, 108642.
- Hou, M. (2023). Analysis of the Current Situation of Career Development in the Tourism Industry. *Highlights in Business, Economics and Management*, 16, 330-335.
- Hussain, A. (2021). A future of tourism industry: Conscious travel, destination recovery and regenerative tourism. *Journal of Sustainability and Resilience*, 1(1), 1-10.
- Immonen, A., Kiljander, J., & Aro, M. (2020). Consumer viewpoint on a new kind of energy market. *Electric Power Systems Research*, 180, 106153.
- Jhaiyanuntana, A., & Nomnian, S. (2020). Intercultural communication challenges and strategies for the Thai undergraduate hotel interns. *PASAA: Journal of Language Teaching and Learning in Thailand*, 59, 204-235.



- Keiningham, T., Aksoy, L., Bruce, H. L., Cadet, F., Clennell, N., Hodgkinson, I. R., & Kearney, T. (2020). Customer experience-driven business model innovation. *Journal of Business Research, 116*, 431-440.
- Khan, N., Hassan, A. U., Fahad, S., & Naushad, M. (2020). Factors affecting tourism industry and its impacts on global economy of the world. Available at SSRN 3559353.
- Labanauskaitė, D., Fiore, M., & Stašys, R. (2020). Use of E-marketing tools as communication management in the tourism industry. *Tourism Management Perspectives, 34*, 100652.
- Liu, Y., Liu, J., & King, B. (2022). Intercultural communicative competence: Hospitality industry and education perspectives. *Journal of Hospitality, Leisure, Sport & Tourism Education, 30*, 100371.
- Lucas, R. (2022). *Customer service*. McGraw-Hill US Higher Ed USE.
- Luther, B., Barra, J., & Martial, M. A. (2019). Essential nursing care management and coordination roles and responsibilities: a content analysis. *Professional Case Management, 24*(5), 249-258.
- Mohd Shahril, A., & Abdul Aziz, Y. (2022). Customer complaints and the effectiveness of service guarantees in the hotel industry. *Tourism and Hospitality Management, 28*(2), 397-418.
- Nguyen, V. H., & Ho, T. (2023). Analyzing online customer experience in the hotel sector using dynamic topic modeling and net promoter score. *Journal of Hospitality and Tourism Technology, 14*(2), 258-277.
- Nilsson, J. H. (2020). Conceptualizing and contextualizing overtourism: The dynamics of accelerating urban tourism. *International Journal of Tourism Cities, 6*(4), 657-671.
- Patti, C. H., van Dessel, M. M., & Hartley, S. W. (2020). Reimagining customer service through journey mapping and measurement. *European Journal of Marketing, 54*(10), 2387-2417.
- Ponsignon, F., Lunardo, R., & Michrafy, M. (2021). Why are international visitors more satisfied with the tourism experience? The role of hedonic value, escapism, and psychic distance. *Journal of Travel Research, 60*(8), 1771-1786.
- Rahma, V. S., & Arvianti, G. F. (2020). The impacts of the COVID-19 pandemic in Indonesia and China's hotel industry: How to overcome it?. *JELAJAH: Journal of Tourism and Hospitality, 2*(1), 55-64.
- Rasool, H., Maqbool, S., & Tarique, M. (2021). The relationship between tourism and economic growth among BRICS countries: A panel cointegration analysis. *Future Business Journal, 7*(1), 1-11.
- Rosak-Szyrocka, J., Żywiołek, J., & Mrowiec, M. (2022). Analysis of customer satisfaction with the quality of energy market services in Poland. *Energies, 15*(10), 3622.
- Said, M. F., Adham, K. A., Muhamad, N. S. A., & Sulaiman, S. (2022). Exploring halal tourism in Muslim-minority countries: Muslim travelers' needs and concerns. *Journal of Islamic Marketing, 13*(4), 824-842.
- Samala, N., Katkam, B. S., Bellamkonda, R. S., & Rodriguez, R. V. (2020). Impact of AI and robotics in the tourism sector: a critical insight. *Journal of Tourism Futures, 8*(1), 73-87.
- Saremi, P. (2020). The role of the transportation system in the development of the tourism industry in developing countries. *Indian Journal of Scientific Research, 11*(1), 61-76.

- Shafiee, S., Ghatari, A. R., Hasanzadeh, A., & Jahanyan, S. (2019). Developing a model for sustainable smart tourism destinations: A systematic review. *Tourism Management Perspectives*, 31, 287-300.
- Srivastava, V., Kishore, S., & Dhingra, D. (2021). Technology and the future of customer experience. In *Crafting Customer Experience Strategy: Lessons from Asia* (pp. 91-116). Emerald Publishing Limited.
- Sundbo, J., & Dixit, S. K. (2020). *Conceptualizations of tourism experience*. The Routledge handbook of tourism experience management and marketing, 15-26.
- Thommandru, A., Espinoza-Maguiña, M., Ramirez-Asis, E., Ray, S., Naved, M., & Guzman-Avalos, M. (2023). Role of tourism and hospitality business in economic development. *Materials Today: Proceedings*, 80, 2901-2904.
- Tien, N. H., Trang, T. T. T., & Ngoc, P. B. (2021). Assessing customer satisfaction for can gio tourist destination in Ho Chi Minh City. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(08), 249-268.
- Wijijayanti, T., Agustina, Y., Winarno, A., Istanti, L. N., & Dharma, B. A. (2020). Rural tourism: A local economic development. *Australasian Accounting, Business and Finance Journal*, 14(1), 5-13.
- Witell, L., Kowalkowski, C., Perks, H., Raddats, C., Schwabe, M., Benedettini, O., & Burton, J. (2020). Characterizing customer experience management in business markets. *Journal of Business Research*, 116, 420-430.
- Yuan, J. J., Bauman, M. J., Ferns, B. H., Ebrahimzadeh, M., & Alshiha, A. A. (2022). Restaurant dining environment, restaurant formality, and dining involvement in the context of memorable dining experiences (MDES). *Journal of Quality Assurance in Hospitality & Tourism*, 1-28.