

# Drivers of Customer Experience (CX) in Smart Tourism - A Qualitative Study

**Nidhi Phutela**

*Symbiosis Centre for Management Studies, NOIDA  
Symbiosis International Deemed Univerity, Pune*

## **Abstract-**

This study revolves around developing a better understanding of customer experience (CX) journey through smart tourism and investigating various factors that motivates and various factors that demotivate the tourists thereby impacting the usage of Smart tourism. The study employed Interpretative Phenomenological Analysis (IPA) for conducting in-depth interviews with 25 tourists across different age groups. The findings reveal that adding smartness to the tourism destinations can enhance the tourists' experience and also reduce the negative perceptions about the same. The major categories of motivators that have been identified are "User interface", "Service Quality" and "Personalization". While, on the other hand, "Information", "Security" and "Customer Expectations" have been highlighted as the major demotivators for the usage of smart tourism. Qualitative nature of this study makes it one-of-a-kind, as it tries to study and deep dive into 'lived experiences' and perspective of tourists in India regarding smart tourism. The present research contributes to the literature in its unique manner by analyzing the tourist's perceptions of smart tourism which is not much explored in Indian context. The study paves the way for the researcher to replicate the similar study by considering other dimensions and industries.

**Keywords** – Customer Experience (CX), Demotivators, Interpretative Phenomenological Analysis (IPA), Motivators, Smart Tourism.

## **1.1 Introduction**

The new buzzword "Smart" which is supported by technologies defines development in term of technology, economy as well as society; relying on newer, better and smarter ways of connecting information (Gretzel et al., 2015). Everything is being regarded as smart today – be it cars, phones, television, watches, hotels or cities. Smart Cities aids in connecting the dots within the city or locality thereby making it more sustainable and comfortable to live & work (Wayne, 2016). In simple terms, the usage of information and communication technologies (ICT) in smart cities aids in intelligent and efficient use of resources, that further cuts down on cost and energy consumption on one hand and improves service delivery & quality of life while addressing environmental issues on the other hand (Kumar,2016) thereby leading to a win-win situation.

Smart tourism is a subset of smart city; wherein smart tourism is an activity which uses the smart cities facilities. Smart tourism specially focuses on how to enhance the tourist experience(s) at the destination empowered by ICT integration (Bedi et al., 2018). In order to attract a good number of tourists, the tourism industry should focus on the tourist experience, high-quality services and good infrastructure (Forgas-Coll et al., 2017).

The activities that tourists perform/ enjoy during their stay at a destination can be considered as an 'experience' (Oh et al., 2007). These experiences are a combination of some unique experience along with some regular expected experiences that together become memories for a lifetime. Hence, providing an immersive experience to the tourists is a big challenge for the industry. As highlighted by Sternberg (1997), tourism's vital activity revolves around the provision of an amazing tourist experience. While visiting a specific

tourist destination, the tourist frames a mental & emotional image or “pre-experience” which is formed by the experiences of tourists who have visited the place earlier instead of focusing on the detailed physical characteristics of the tourist site (Oh et al., 2007).

Hence, it can be stated that experience acts as a key variable or factor in studies related to travel or tourism industry. Prentice (2004) in his study concluded that tourist’s experience can be unique just like the characteristics of tourists and the destinations. Previous studies have been conducted mainly to study the factors that enhance customer satisfaction, loyalty or value (Martensen & Gronholdt, 2000; Kekre et al., 1995; Levesque & McDougall, 1996; Eskildsen et al., 2004; Amin et al., 2013; Anderson & Pearo, 2008). Very few studies on studying the drivers of customer experience (CX) have been conducted. This research work will study about developing a better understanding of customer experience journey through smart tourism and investigating various factors that act as motivators and de-motivators for the tourists thereby impacting the usage of Smart tourism.

## 1.2 Literature Review

Smart cities have been defined differently by various researchers, however the crux revolves around its role of communication infrastructure. As defined by European Commission’s Strategic Energy Technology Plan in 2009, ‘conscious effort made by a city to employ ICT for supporting an inclusive & sustainable urban environment’ is referred as a smart city (Caragliu et al., 2011; Bedi et al., 2018). Another definition of Smart City is, ‘a city with embedded digital technology across all city functions (Wayne, 2016). The smart city framework is focused on city openness, facility innovation, partnerships establishment, city pro-activeness, infrastructure combination and governance (Lee et al., 2014; Achmad et al., 2018).

Technology is playing a key role in promoting tourism in India especially in the age of ‘Smart Cities’ and ‘Digital India’ mission. These technological advancements have modified the ways in which this industry is delivering services to its customers (Christou and Chatzigeorgiou, 2020). Technology & social

media becomes all the more important when tourists finalize the destinations to travel, hence it is expected that tourism industry should stress on updating tourism promotional policies (“Use technology to promote tourism,” 2018). Indian government has taken several steps in harnessing the potential of technology in the tourism sector; amongst which, one such is issuing electronic visas. Amongst ten million tourists who visited India last year, one million tourists have made use of e-visas showcases the relevance of technology up-gradation required for this sector, which will enhance the overall service encounters of the tourists. A noteworthy point is that technology will be considered efficient if the tasks are completed in comparatively lesser time with lesser efforts (Christou and Chatzigeorgiou, 2020).

Researchers nowadays are exploring the impact of technology or the online applications on service delivery process. To develop effective strategies, it is extremely essential to understand how the consumers take decisions to buy a product/ service. As stated by Poon (1993), learning from consumers are always helpful in better understanding of the concepts. The customers’ experience is generally considered as the quality of customer value, hence hotel manager should be attuned to ‘listening to the customer’ (Coyle and Dale, 1993; Nasution & Mavondo, 2008). As stated by Verhoef et al (2009), the central objective in today’s environment is creating superior customer. Increased complexity of customer journeys because of the multiple touch points the focus on customer experience raises further (Verhoef et al., 2015; Lemon & Verhoef, 2016).

But the question that arises is how? Well, learning from customers can be obtained by understanding their preferences, which is crucial for the development of products or services (Tseng, 2009; Kumar et al., 2010; Yachin, 2018). The valuable knowledge gained from consumers regarding their interests, preferences, desires and prior experiences can leverage the firm’s capacity to elevate the customer’s value (Pine and Gilmore, 1999; Von Hippel, 2005; Clausen & Madsen, 2014; Williams, 2014; Brunswicker, 2016; Yachin, 2018). Tourism being a service sector, encounters between customers and service providers establish the experience (Sørensen &

Jensen, 2015). The experiences can be measured along the entire customer journey that covers pre, during and post trip experience (Aho, 2001; Yachin, 2018).

Customer experience starts from the very first transaction or interaction between the customer and the company, that ignites a reaction for further involvement with a company (Gentile et al., 2007; Meyer & Schwager, 2007). Continuous interactions with the service providers at different touchpoints create unique customer experiences (Teixeira et.al, 2012). Customer experience is considered as combination of customer's cognitive, affective, emotional, social and physical responses to the retailer (Verhoef et al., 2009; Grewal et al., 2009). Attributes that contribute to a delightful experience impacts repeat purchase intention (Crotts et al., 2008; Torres et al., 2014).

There are several service encounters that frame the customer experience journey. For providing a good experience, the tourist products must be entertaining and an escape from the daily routine. Aho (2001) suggested that touristic experiences can be categorized into four domains namely – Emotional experience, information experience, practice experience and transformation experience. Hosany and Witham (2010) in their study of cruise travelers' experience concluded that the impact of esthetics on the guests' cruise experience was the highest. A study by Tan et al. (2013) revealed that outer interactions and inner responses are complex in nature and interrelated in tourist experiences.

Rise in smart tourism and consumer expectations, will increase the need to study the consumer experience journey in this industry. Very few research studies on understanding and analyzing the drivers of customer experience as a broad construct have been conducted. This study focuses on understanding of customer experience journey through smart tourism and investigating various factors that act as motivators and de-motivators for the tourists thereby impacting the usage of Smart tourism.

### **1.3 Methodology**

Considering the lack of research on the investigation of drivers of customer experience

in smart tourism, this study employed IPA i.e. Interpretative Phenomenological Analysis technique. IPA is applied to investigate and analyze the respondents' lived in experiences (Eatough & Smith, 2008; Smith, 1996, 2004, 2011; Pringle et al., 2011; Phutela & Dwivedi, 2020; Cunningham & Slade, 2019). This technique is qualitative in nature and applicable to the studies that need an in-depth examination of a few respondents. Its applicability increases when the researcher/ investigator tries to understand the individual's perception about a specific situation as stated by Smith & Osborn (2008) in their study which provides a clear understanding. Dipboye & Foster (2002) confirmed that it provides a deeper understanding and hence helps to draw meaningful insights based upon pre-existing concepts and theories. Although, the insights gained cannot be generalized for entire population as stated by Pietkiewicz and Smith in their research work conducted in 2014.

For determining the sample size, the respondents for undertaking this study have to be selected diligently for extracting relevant information. As stated by Smith & Osborn (2008), sample sizes for IPA study ranges between one to fifteen or more. Creswell (2013) confirmed in his research that participants in a phenomenological research can range between 2 and 25. Smith (2003) highlighted that IPA is all about carefully analyzing the cases in depth, rather than jumping to conclusions. The participants for the present study were chosen from Noida region that is included in the National Capital Region of the country (India). For data collection, primary sources were mainly referred to. The data was collected by conducting one-on-one interviews taking the help of semi-structured questionnaires to understand the tourists' perspectives on smart tourism. This not only helped the researcher in engaging with each individual participant for a detailed conversation, but also allowed the convergence and divergence of factors. Fifteen tourists, who were frequent travelers (with minimum two trips in a year and having awareness regarding smart tourism), nominated to respond for sharing their experiences.

To select the sample, the researcher employed purposive sampling method. This method helps in identification and selection of cases to

extract information and is employed in qualitative research studies (Patton, 2002; Etikan et. al, 2016). Only those respondents were a part of the study and eligible, who were regular travelers with minimum two trips per year and were also aware of smart tourism concept. Participants from different age groups were selected to get varied view points of the tourists regarding their perception of smart tourism. The researcher took the data from registered travel companies regarding their frequent clients ensuring them that data will be

used for academic purpose only. The mails were sent to the travelers seeking their permission to interview them and be a part of the study. Thirty individuals volunteered and showed interest to contribute to this study. After screening on the initial parameters, only 16 people were found eligible as respondents for the study. The interview of 3 key informants i.e. service providers or travel companies for better understanding of the phenomenon was also conducted. The sample profile of the study is showcased in table 1.

**Table 1 Sample Profile of the Respondents**

Respondents Groups	Age	Gender	Occupation
20-30 Years		3 Males 2 Females	IT, Marketing and Sales Professionals
30-40 years		3 Males 3 Females	Businessmen, Medical and Bank Professionals
50-60 years		2 Males 1 Female	Medical and IT Professionals
60 and above		2 Males	Retired Professionals

Sixteen respondents (6 Females and 10 Males) came forward and offered to be a part of the present study. The age of these respondents ranged from 20-60 years and above. Among the respondents ten were married and 6 were unmarried. All the respondents used to travel twice a year (minimum) and had awareness about smart tourism.

#### **1.4 Data Collection & Analysis**

For the present research, an open-ended semi-structured questionnaire was employed by the researcher while conducting interviews. Before conducting the interviews validity and reliability check was done by three experts in this field, suggestions received were incorporated and the questionnaire was modified. In order to test the validity of the construct, the revised questionnaire was used to take interviews of five travelers who were later not included in the study. The first part of the construct stressed on the demographic details of the participants followed by three questions

that were triggered to the respondents - "What do you feel about smart tourism?" "Which motivators drive you to adopt smart tourism?" "Which challenges do you think are associated with smart tourism?" Simple questions were asked by the researcher to ensure that there was no ambiguity. Each interview ranged between forty to ninety minutes, but the average time duration was fifty minutes.

ATLAS. ti version 8 was used to analyze the data. The steps followed to analyze the interviews conducted for the present research are in accordance with the procedures stated in the previous research studies (Moustakas, 1994; Smith & Osborn, 2008). In the first phase, the participant's perspective on smart tourism was extracted from the verbatim transcripts in the form of themes, ideas, issues etc. During the second phase, the extracted notes were used to identify major themes. Later, the themes that were identified were analyzed separately for associations-checking to identify POP (point of parity) or POD (point of difference) between them to form clusters

(points with similar meanings were clubbed under one theme). The researcher coded independently and validated the entire process with internal consistency of seventy-six percent.

## 1.5 Findings and Discussions

The findings reveal that adding smartness to the tourism destinations can enhance the tourists' experience and also reduce the negative perceptions about the same. The detailed findings of the interviews conducted have been presented in the section below highlighted as themes - 'Motivators for Smart Tourism' and 'De-motivators for Smart Tourism'.

### 1.5.1 Motivators for Smart Tourism

As identified by the researcher, the major categories of motivators for smart tourism that have been identified are "Convenient User interface", "Service Quality" and "Personalization".

#### 1. Convenient User-Interface

Most of the tourists shared that they are motivated to plan their trips easily via web-based user interface. As stated by Owaied et al. (2011), user interface stimulates the communication facilities available to be used for interaction. A customer's experience with a product or service depends on user interface (Bristol, 2017).

'Unknown territories have become accessible...hotel bookings, cab booking, everything has become easy and reasonable through apps. So, not taking a benefit of this would be missing out on something really good!' (Respondent 3)

'It's so convenient to access all the facilities just from home (rather anywhere in the world) without travelling to distant places. You can easily check and compare the prices and options available for travel and select the best one for yourself.' (Respondent 5)

'Everything is just at a click away! I am sure no one would like to miss the chance to explore when it's so easy.' (Respondent 2)

User Interface could make or destroy the company's customer base. Researches indicate that user interface provides easy access which

increases the engagement of the customers and triggers customers' emotional responses. The responses are in sync with study conducted by Chang & Chen (2008) which states that convenient user interface quality positively affects switching costs only when customers have high internet experience. Hence, it is crucial to incorporate the best user interface to promote customer experience.

#### 2. Service Quality

The service quality dimensions positively influence customer satisfaction, which in turn has a significant positive impact on customer loyalty (Santourids & Trivellas, 2010).

'...And the best part is that hotels and resorts have improved their services due to the fear of bad reviews on the websites.' (Respondent 2)

'Thanks to this fierce competition and technology, that enjoying vacations has become more convenient, affordable and accessible. We can plan our trip easily.' (Respondent 4)

'We enjoy better services at a cheaper cost.' (Respondent 8)

'Smart tourism is competitive for hoteliers, whereas economical for the customers.' (Respondent 15).

'Services like cab availability, e-rickshaw, planned itinerary, trained people make the entire trip experience memorable.' (Respondent, 12)

This view emphasizes the equivalence of satisfaction with experiential evaluation and of service quality with cognitions formed after the experience (Dabholkar, 1995). Research conducted by Fyall (2011) highlighted that to be successful in the industry, the tourists must enjoy memorable service encounters provided by the front line staff thereby pinpointing the significance of service quality.

#### 3. Personalization or Customized Services

Personalization, as stated by Chang & Chen (2008), is defined as the ability of a company to provide tailor made services in accordance with their individual needs. Blom and Monk (2003) indicated in the research work that personalization is a process of modifying the

product/ service which makes more sense for the individual.

‘...Moreover, customization is also possible, what else will one want? If a company is offering the services designed as per your specific requirements, definitely it will be very much appreciated.’ (Respondent 2)

‘I like to plan my vacation all by myself. I prefer the customization offered by the tourism companies to plan a tour.’ (Respondent 7)

Personalization is considered as a key factor for driving the customers in the global economy. It explores customer’s innate preference and implicit needs. It provides a complete solution for the products and their experiences that are way beyond than what is expected by the customers due to its customized nature (Tseng et al., 2010). Study conducted by Buhalis & Amaranggana (2015) identified a few personalized services that were expected by the tourists for enhancing the tourism experiences. Another study conducted by Thongpapanl & Ashraf (2011) confirmed that profitability in e-retailing sector depends mainly on delivering customer services that are personalized in nature.

### ***1.5.2 De-motivators for Smart Tourism***

“Information”, “Security” and “Inability to meet Customer Expectations” have been highlighted as the major de-motivators for the usage of smart tourism.

#### **1. Information Scarcity**

Phutela and Dasgupta (2017) confirmed that 20% of the website surfers simply visit the website with the objective of gathering more information. Lack of information or incomplete information is a major hurdle in deciding the place of tourism for the customers.

‘When we hear about some good place from friends, we tend to research more on google or some e-tourism company like – trivago.com, yatra.com, maketmytrip.com and check the reviews online. Sometimes, we are not able to finalize a place, because there is insufficient information about it.’ (Respondent 1)

‘We always look for reviews and try to gather more information from hotel desk before visiting a particular destination. If we don’t get much of it, we drop the idea.’ (Respondent 10)

‘I am always excited to enjoy vacations especially the places to be covered. Search for the places via internet and plan the fastest and simpler route accordingly. We prefer to travel only those places whose information is readily available.’ (Respondent 13)

‘In today’s electronic age, information is available everywhere – e-mails, reports, reviews, blogs. Hence, we cannot expect less information!’ (Respondent 14)

‘I prefer going through online reviews like trivago for hotel bookings. The objective is to get an idea about the facilities.’ (Respondent 16)

An increase in experience and knowledge should result in strong brand/ product concepts (Howard 1977, 1989; Johnson & Fornell, 1991). Virtual communities provide a forum where customer-relevant information can be exchanged and social interaction can be fostered (Kim and Jin 2006) which can further enhance customer experience. Customers form virtual communities thereby leading to a more enriched customer experience (Verhoef et al., 2009; Mittal and Tsiros 2007).

#### **2. Security**

Amongst other factors, security has a significant influence on customer satisfaction and hence customer experience. Moreover, customers with high experience place greater emphasis on security than service attributes. This study is consistent with other studies (Constantinides, 2004; Yoon, 2010).

‘We are scared of having a bad experience. Hence, we rely on relatives / known agents to take reviews or feedback of the destination.’ (Respondent 11)

‘Still I have the fear of visiting new and unknown places.’ (Respondent 13)

The present research is in consonance with the previous research works (Dwyer et al, 2009; Fuchs & Pizam, 2011) which states that safety and security are critical for a good tourism destination.

#### **3. Inability to meet Customer Expectations**

One of the major areas of concern is when the customer expectations are not met. The review

of the hotels or tourist destinations on the website certainly impacts the mindset with respect to that destination.

‘As against the expectation, lack of facilities at a tourist place reduces the charm.’ (Respondent 13)

‘.....At least minimum services should be there to support tourism.’ (Respondent 16)

‘Bad behavior of local residents has demotivated me to travel to that place again. Rather, I have not recommended any of my friends to go to that place. It adds to the list of bitter experience.’ (Respondent 7)

‘Basic amenities should be available. This includes cleanliness, roads, infrastructure, and maintenance of the historical monuments.’ (Respondent 8)

Robledo (2001) stated that understanding customer expectations is a prerequisite for delivering superior service, since customers evaluate service quality by comparing their perceptions of the service with their expectations.

## 1.6 Conclusion

The present study depicts that smart tourism is redefining the customer experience. The results of the study revealed that convenient user interface, service quality and personalization or customization of the services motivates customers to adopt smart tourism services. The results are in sync with the study conducted on developing a customer experience management framework in hoteling industry by Rahimian et al (2020). Study by Rahimina et al (2020) confirmed that development of contact points, responding to customer interactions, customization and partnering with them are some important points to be considered. On the contrary, incomplete or inadequate information about the destination, security issues and inability to meet customer expectations appeared as major demotivators for using smart tourism. Regular updates with accurate/ near to accurate information which is easily accessible is the need of the hour in order to be competitive. As stated by Fyall (2011) internet revolution has made it very easy for the destinations to be substituted and enjoy competitive advantage. Smart tourism is a new

concept in which involvement of information technology has made the tourist destinations more accessible and convenient for the users or travelers. The tourism industry can reap the benefits of the smart tourism by looking at the various motivators and demotivators and providing best experience to their customers which will help them gain more business opportunities and customer loyalty.

## 1.7 Implications & Future scope of study

The present study can help the various stakeholders namely hospitality sector, travel companies and government to formulate the appropriate strategies to promote the smart tourism in India. The various motivators and demotivators identified could be taken care of by the service providers before devising policies which help in promotion of tourism in India.

Tourism sector has been accepted as an engine for socio-economic growth and development universally can get boost through the concept of smart tourism and the factors that acts as motivators and demotivators. The Government of India has taken many initiatives like – PRASAD and Swadesh Darshan, addition of new countries where e-visas will be applicable, launching new tourism apps, and various schemes are opening new horizons for economic growth of the country. This reflects that inclusion of information technology can propel the smart tourism in a developing country like India and open up the bundle of opportunities for more players to join hands and redefine the customer experiences.

This research work is consistent with research work conducted by Rahimian et al (2020) where it is confirmed that, it is highly imperative for the companies to excel in providing immersive customer experience in this competitive environment, as this will enable the company to lead the market. The research findings can facilitate the stakeholders of the tourism industry to manage their customers’ experience.

The present study has opened up new avenues for the future researchers to conduct the empirical studies on large sample considering the factors identified through this qualitative research. The result of present study cannot be

generalized due to its qualitative nature, which can be extended to large sample size at different geographical location tests and confirm the same. Mediating and moderating effect of demographics and other variables that may impact customer experience along with motivators and demotivators can be studied. Similar studies can be conducted with a larger sample size in other parts of the country and the similarities and differences between the results can be checked.

## References

- [1] Achmad, K. A., Nugroho, L. E., & Djunaedi, A. (2018, July). Smart City Model: a Literature Review. In 2018 10th International Conference on Information Technology and Electrical Engineering (ICITEE) (pp. 488-493). IEEE.
- [2] Aho, S. K. (2001). Towards a general theory of touristic experiences: Modelling experience process in tourism. *Tourism review*, 56(3/4), 33-37.
- [3] Amin, M., Isa, Z., & Fontaine, R. (2013). Islamic banks: Contrasting the drivers of customer satisfaction on image, trust, and loyalty of Muslim and non-Muslim customers in Malaysia. *International Journal of Bank Marketing*, 31(2), 79-97.
- [4] Anderson, S., Pearo, L. K., & Widener, S. K. (2008). Drivers of service satisfaction: linking customer satisfaction to the service concept and customer characteristics. *Journal of Service Research*, 10(4), 365-381.
- [5] Bedi, P., Tripathi, N. G., & Singh, H. B. (2018). Smart Tourism Innovations for Smart Region, Case of Jaipur Metropolitan Region, India. *Advances in 21st Century Human Settlements*, 491-535.
- [6] Bristol, B. (2017, November 26). Enhance customer experience with UX and UI. *Crain's Cleveland Business*. Retrieved from <https://www.crainscleveland.com/article/20171126/custom1006/142846/enhance-customer-experience-ux-and-ui>
- [7] Brunswicker, S. (2016). Managing open innovation in small and medium-sized enterprises (SMEs). *Open tourism* (pp. 171-187). Berlin, Heidelberg: Springer.
- [8] Buonincontri, P., Morvillo, A., Okumus, F., & van Niekerk, M. (2017). Managing the experience co-creation process in tourism destinations: Empirical findings from Naples. *Tourism Management*, 62, 264-277.
- [9] Buhalis, D., & Amaranggana, A. (2015). Smart tourism destinations enhancing tourism experience through personalisation of services. In *Information and communication technologies in tourism 2015* (pp. 377-389). Springer, Cham.
- [10] Caragliu, A., Del Bo, C., & Nijkamp, P. (2011). Smart cities in Europe. *Journal of urban technology*, 18(2), 65-82.
- [11] Chang, H. H., & Chen, S. W. (2008). The impact of customer interface quality, satisfaction and switching costs on e-loyalty: Internet experience as a moderator. *Computers in Human Behavior*, 24(6), 2927-2944.
- [12] Christou, E., & Chatzigeorgiou, C. (2020). Adoption of social media as distribution channels in tourism marketing: A qualitative analysis of consumers' experiences. *Journal of Tourism, Heritage & Services Marketing (JTHSM)*, 6(1), 25-32.
- [13] Clausen, T. H., & Madsen, E. L. (2014). Innovations, their knowledge sources and their effects in experience-based tourism. In G. A. Alsos, D. Eide, & E. L. Madsen (Eds.). *Handbook of research on innovation in tourism industries* (pp. 113-131). Edward Elgar Publishing.
- [14] Constantinides, E. (2004). Influencing the online consumer's behavior: the Web experience. *Internet research*, 14(2), 111-126.
- [15] Coyle, M.P., Dale, B.G., 1993. Quality in the hospitality industry: a study. *International Journal of Hospitality Management* 12 (2), 141-153.
- [16] Creswell, J.W. (2013). *Qualitative Inquiry & Research Design: Choosing among Five Approaches*. Los Angeles, CA: Sage.
- [17] Crotts, J., Pan, B., and Raschind, A. 2008. A survey method for identifying key drivers of guest delight, *International Journal of Contemporary Hospitality Management*, 20 (4), 462-470.
- [18] Cunningham, M. J., & Slade, A. (2019). Exploring the lived experience of homelessness from an occupational

- perspective. *Scandinavian journal of occupational therapy*, 26(1), 19-32.
- [19] Dabholkar, P. A. (1995). A contingency framework for predicting causality between customer satisfaction and service quality. *ACR North American Advances*.
- [20] Dipboye, R. L., & Bigazzi Foster, J. (2002). Multi-level theorizing about perceptions of organizational politics. In *The many faces of multi-level issues* (pp. 255-270). Emerald Group Publishing Limited.
- [21] Dwyer, L., Edwards, D., Mistilis, N., Romanand, C. and Scott, N. (2009) *Destinati on and enterprise management for a tourism future*. *Tourism Management* 30, 63–74.
- [22] Eatough, V. and Smith, J.A., (2008), *Interpretative phenomenological analysis*. *The Sage handbook of qualitative research in psychology*, 179, pp.194
- [23] Eskildsen, J., Kristensen, K., Jørn Juhl, H., & Østergaard, P. (2004). The drivers of customer satisfaction and loyalty. The case of Denmark 2000–2002. *Total Quality Management & Business Excellence*, 15(5-6), 859-868.
- [24] Forgas-Coll, S., Palau-Saumell, R., Matute, J., & Tárrega, S. (2017). How do service quality, experiences and enduring involvement influence tourists' behavior? An empirical study in the Picasso and Miró Museums in Barcelona. *International Journal of Tourism Research*, 19(2), 246-256.
- [25] Fuchs, G., & Pizam, A. (2011). 18 The Importance of Safety and Security for Tourism Destinations. *Destination marketing and management*, 300.
- [26] Fyall, A. (2011). 21 Destination Management: Challenges and Opportunities. *Destination Marketing and Management*, 340.
- [27] 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.
- [28] Gretzel, U., Sigala, M., Xiang, Z., & Koo, C. (2015). Smart tourism: foundations and developments. *Electronic Markets*, 25(3), 179-188.
- [29] Grewal, D., Levy, M., & Kumar, V. (2009). Customer experience management in retailing: an organizing framework. *Journal of retailing*, 85(1), 1-14.
- [30] Hosany, S., and Witham, M. 2010. Dimensions of cruisers' experiences, satisfaction, and intention to recommend. *Journal of Travel Research*, 49 (3), 351-364.
- [31] Iacobucci, D., Ostrom, A., & Grayson, K. (1995). Distinguishing service quality and customer satisfaction: the voice of the consumer. *Journal of consumer psychology*, 4(3), 277-303.
- [32] Johnson, M. D., & Fornell, C. (1991). A framework for comparing customer satisfaction across individuals and product categories. *Journal of economic psychology*, 12(2), 267-286.
- [33] Kekre, S., Krishnan, M. S., & Srinivasan, K. (1995). Drivers of customer satisfaction for software products: implications for design and service support. *Management science*, 41(9), 1456-1470.
- [34] Kumar, S. (2016). Developing India as Smart Tourism Destination-A Sap-Lap Analysis. *South Asian Journal of Tourism and Heritage*, 9(2), 124-136.
- [35] Kumar, V., Aksoy, L., Donkers, B., Venkatesan, R., Wiesel, T., & Tillmanns, S. (2010). Undervalued or overvalued customers: Capturing total customer engagement value. *Journal of Service Research*, 13(3), 297–310.
- [36] Lee, J. H., Hancock, M. G., & Hu, M. C. (2014). Towards an effective framework for building smart cities: Lessons from Seoul and San Francisco. *Technological Forecasting and Social Change*, 89, 80-99.
- [37] Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of marketing*, 80(6), 69-96.
- [38] Levesque, T., & McDougall, G. H. (1996). Determinants of customer satisfaction in retail banking. *International journal of bank marketing*, 14(7), 12-20.
- [39] Martensen, A., Gronholdt, L., & Kristensen, K. (2000). The drivers of customer satisfaction and loyalty: cross-industry findings from Denmark. *Total Quality Management*, 11(4-6), 544-553.
- [40] Meyer, C., & Schwager, A. (2007). Understanding customer experience. *Harvard business review*, 85(2), 116.

- [41] Mittal, V., & Tsiros, M. (2007). Customer loyalty in electronically mediated environments. In *E-Services* (pp. 79-109). DUV.
- [42] Nasution, H. N., & Mavondo, F. T. (2008). Customer value in the hotel industry: What managers believe they deliver and what customer experience. *International Journal of Hospitality Management*, 27(2), 204-213.
- [43] Oh, H., Fiore, A. M., & Jeoung, M. (2007). Measuring experience economy concepts: Tourism applications. *Journal of travel research*, 46(2), 119-132.
- [44] Owaied, H. H., Farhan, H. A., Al-Hawamdeh, N., & Al-Okialy, N. (2011). A model for intelligent tourism guide system. *Journal of Applied Sciences*, 11(2), 342-347.
- [45] Phutela, N., & Dasgupta, H. (2017). Companies' perspective on trust building factors: A case of online tourism companies in India. *Tourism Marketing: A Strategic Approach*. Taylor and Francis, pp. 161-172.
- [46] Phutela, N., & Dwivedi, S. (2019). Impact of ICT in Education: Students' Perspective. Available at SSRN 3377617.
- [47] Pietkiewicz, I., & Smith, J. A. (2014). A practical guide to using interpretative phenomenological analysis in qualitative research psychology. *Psychological journal*, 20(1), 7-14.
- [48] Pine, B. J., & Gilmore, J. H. (2011). *The experience economy*. Harvard Business Press.
- [49] Poon, A. (1993). *Tourism, technology and competitive strategies*. CAB International.
- [50] Prentice, R. C. (2004). "Tourist Motivation and Typologies." In *A Companion to Tourism*, edited by A. Lew, M. Hall, and A. M. Williams. Oxford: Pergamon, pp. 261-79.
- [51] Pringle, J., Drummond, J., McLafferty, E., & Hendry, C. (2011). Interpretative phenomenological analysis: a discussion and critique. *Nurse researcher*, 18(3), 20-25.
- [52] Rahimian, S., ShamiZanjani, M., Manian, A., & Esfiddani, M. R. (2020). Developing a Customer Experience Management Framework in Hoteling Industry: A Systematic Review of Theoretical Foundations. *Journal of Business Management*, 12(3), 523-547.
- [53] Robledo, M. A. (2001). Measuring and managing service quality: integrating customer expectations. *Managing Service Quality: An International Journal*, 11(1), 22-31.
- [54] Santouridis, I., & Trivellas, P. (2010). Investigating the impact of service quality and customer satisfaction on customer loyalty in mobile telephony in Greece. *The TQM Journal*, 22(3), 330-343.
- [55] Smith, J.A., (1996) "Beyond the divide between cognition and discourse: Using interpretative phenomenological analysis in health psychology", *Psychology and health*, 11(2), 261- 271.
- [56] Smith, J. A. (2003). *Qualitative Psychology: A Practical guide to research methods*, London, Sage Publications Ltd.
- [57] Smith, J.A., (2004), "Reflecting on the development of interpretative phenomenological analysis and its contribution to qualitative research in psychology", *Qualitative research in psychology*, 1 (1), 39-54.
- [58] Söderström, K. (2013). The good, the bad, and the invisible father: a phenomenological study of fatherhood in men with substance use disorder. *Fathering*, 11(1), 31.
- [59] Sørensen, F., & Jensen, J. F. (2015). Value creation and knowledge development in tourism experience encounters. *Tourism Management*, 46, 336-346.
- [60] Sternberg, E. (1997). The iconography of the tourism experience. *Annals of Tourism Research*, 24(4), 951-969.
- [61] Tan, S. K., Kung, S. F., & Luh, D. B. (2013). A model of 'creative experience' in creative tourism. *Annals of tourism research*, 41, 153-174.
- [62] Teixeira, J., Patrício, L., Nunes, N. J., Nóbrega, L., Fisk, R. P., & Constantine, L. (2012). Customer experience modeling: from customer experience to service design. *Journal of Service management*, 23(3), 362-376.
- [63] Thongpapanl, N., & Ashraf, A. R. (2011). Enhancing online performance through website content and personalization. *Journal of computer information systems*, 52(1), 3-13.
- [64] Torres, E. N., Fu, X., & Lehto, X. (2014). Examining key drivers of customer delight in a hotel experience: A cross-cultural

- perspective. *International Journal of Hospitality Management*, 36, 255-262.
- [65] Tseng, M. M., Jiao, R. J., & Wang, C. (2010). Design for mass personalization. *CIRP annals*, 59(1), 175-178.
- [66] Tseng, S. M. (2009). A study on customer, supplier, and competitor knowledge using the knowledge chain model. *International Journal of Information Management*, 29(6), 488-496.
- [67] Use technology to promote tourism. (2018, March 20). *The Hindu*. Retrieved from: <https://www.thehindu.com/news/cities/Thiruvananthapuram/use-technology-to-promote-tourism/article23296481.ece>
- [68] Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of retailing*, 85(1), 31-41. Von Hippel, E. (2005). *Democratizing innovation*. MIT Press.
- [69] Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: introduction to the special issue on multi-channel retailing. *Journal of retailing*, 91(2), 174-181.
- [70] Wayne, S. (2016). How smart cities are leading the way to smart tourism. Retrieved from: <https://www.hotelmanagement.net/tech/how-smart-cities-are-leading-way-to-smart-tourism>
- [71] Williams, A. M. (2014). In A. A. Lew, C. M. Hall, & A. M. Williams (Eds.). *Tourism innovation: Products, processes, and people* (pp. 168-178). Oxford: Wiley-Blackwell The Wiley Blackwell companion to tourism.
- [72] Yachin, J. M. (2018). The 'customer journey': Learning from customers in tourism experience encounters. *Tourism management perspectives*, 28, 201-210.
- [73] Yoon, C. (2010). Antecedents of customer satisfaction with online banking in China: The effects of experience. *Computers in Human Behavior*, 26(6), 1296-1304.