



This author profile is generated by Scopus [Learn more](#)

Jaroenwisan, Kaedsiri

[Silpakorn University, Nakhon Pathom, Thailand](#) [Show all author info](#)

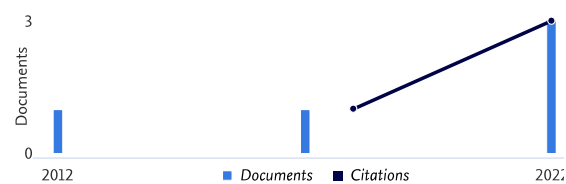
55236490300 [Connect to ORCID](#) [Is this you? Connect to Mendeley account](#)

[Edit profile](#) [Set alert](#) [Save to list](#) [Potential author matches](#) [Export to SciVal](#)

Metrics overview

5 Documents by author
4 Citations by 4 documents
2 h-index: [View h-graph](#)

Document & citation trends



[Analyze author output](#) [Citation overview](#)

Most contributed Topics 2017–2021

Hotels; Tourism Product; Entrepreneurs
1 document

[View all Topics](#)

5 Documents ^{New} Cited by 4 Documents 0 Preprints 6 Co-Authors 1 Topic 0 Awarded Grants ^{Beta}

[Export all](#) [Save all to list](#)

Sort by [Date \(newest\)](#)

[View list in search results format](#)

[View references](#)

[Set document alert](#)

Article Designing New Normal Services to Enhance Customer Experience for Luxury Chain Beach Hotels in the Andaman Coast of Thailand: The Perspective of Hotel Managers Tinakhat, P., Jaroenwisan, K., Weerapaiboon, W. <i>Asia-Pacific Journal of Innovation in Hospitality and Tourism</i> , 2022, 11(2), pp. 53–67 Show abstract Related documents	0 Citations
Article THE EFFECTUATION METHOD IN THE SWISS AND THAI SME INTERNATIONAL OPPORTUNITY PROCESS: A CONCEPTUAL FRAMEWORK Valentino, P., Jaroenwisan, K., Schreier, C. <i>ABAC Journal</i> , 2022, 42(3), pp. 73–86 Show abstract Related documents	0 Citations
Article A Framework for Designing Customer Experience of Luxury Chain Beach Hotels in Andaman Coast of Thailand: Repercussions of the COVID-19 Pandemic Tinakhat, P., Jaroenwisan, K., Weerapaiboon, W. <i>Thammasat Review</i> , 2022, 25(1), pp. 95–123 Show abstract Related documents	2 Citations
Article Increasing values of hotel business using boutique and lifestyle hotel concept Sangwichien, T., Jaroenwisan, K. <i>International Journal of Economic Policy in Emerging Economies</i> , 2017, 10(1), pp. 67–77 Show abstract Related documents	2 Citations
Article A meta-analysis of the relationship between strategic resources, IT capabilities and performance Panrod, W., Jaroenwisan, K. <i>Journal of Institutional Research South East Asia</i> , 2012, 10(1), pp. 66–84 Show abstract Related documents	0 Citations

Display 10 results

[Back to top](#)



Sources

Title

Find sources

Title: Asia-Pacific Journal Of Innovation In Hospitality And Tourism x

i Improved Citescore

We have updated the CiteScore methodology to ensure a more robust, stable and comprehensive metric which provides an indication of research impact, earlier. The updated methodology will be applied to the calculation of CiteScore, as well as retroactively for all previous CiteScore years (ie. 2018, 2017, 2016...). The previous CiteScore values have been removed and are no longer available. [View CiteScore methodology.](#)



Filter refine list

Apply Clear filters

1 result

[Download Scopus Source List](#) [Learn more about Scopus Source List](#)

All

View metrics for year: 2021

Display options

Display only Open Access journals

Counts for 4-year timeframe

No minimum selected

Minimum citations _____

Minimum documents _____

Citescore highest quartile

Show only titles in top 10 percent

1st quartile

2nd quartile

3rd quartile

4th quartile

Source type

Journals

Book Series

Conference Proceedings

Trade Publications

Apply Clear filters

	Source title ↓	CiteScore ↓	Highest percentile ↓	Citations 2018-21 ↓	Documents 2018-21 ↓	% Cited ↓	
<input type="checkbox"/> 1	Asia-Pacific Journal of Innovation in Hospitality and Tourism	0.4	13% 166/192 Nature and Landscape Conservation	34	90	21	



^ Top of page

Research Paper

Designing New Normal Services to Enhance Customer Experience for Luxury Chain Beach Hotels in the Andaman Coast of Thailand: The Perspective of Hotel Managers

Phisunt Tinakhat, Kaedsiri Jaroenwisana and Wongladda Weerapaiboon
Silpakorn University, Thailand

© The Author(s) 2022. This article is published with open access by Taylor’s Press.

Abstract: This study aims to analyse service design currently undertaken by luxury chain beach hotels in the Andaman Coast of Thailand to formulate a new normal service experience model. Researchers adopted a qualitative methodology by conducting in-depth interviews with 15 hotel managers and analysed the data into thematic content. Results show that new normal service designs currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience are Servicescape (S), Hygiene (H), Up-to-date information (U), Technology and innovation (T), and Staff awareness (S), which is called the “SHUTS Model”. The study implications include assisting academics with variables to formulate hotel strategies in other areas or contexts, while managerial guidelines can help hotel managers to rejuvenate their businesses as the effects of the pandemic ease off.

Keywords: Service design, customer experience, luxury chain beach hotel, Andaman coast of Thailand, COVID-19

Suggested citation: Tinakhat, P., Jaroenwisana, K., & Weerapaiboon, W. (2022). Designing new normal services to enhance customer experience for luxury chain beach hotels in the Andaman coast of Thailand: The perspective of hotel managers. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 11(2), 53–67.

Introduction

Luxury chain hotels are generally located at popular tourist destinations which are considered high-income cities such as Paris (Raźniak, Dorocki, & Winiarczyk-Raźniak, 2017). Another destination that is famous in the luxury market is the beach (Gavilan, Balderas-Cejudo, & Martinez-Navarro, 2022). Thailand is perceived as one

Correspondence: Phisunt Tinakhat, Silpakorn University, Thailand. Email: tinakhat_p@su.ac.th

of the world's most favorite tourist destinations (Jaisuekun & Sunanta, 2021). One of the main reasons that tourists visit Thailand is for its beautiful beaches. There are two different coasts in Thailand, which are, the Gulf of Thailand and the Andaman Coast, while the Andaman Islands is ranked third among the top five high-income islands. As a result, tourism in the Andaman Islands is well-developed and a source of income from both domestic and international tourists. The COVID-19 pandemic had prompted hotel businesses to adapt their business strategies due to changes in tourist behavioral patterns. In this respect, service design through customer journey to enhance guest experience looks promising as an effective strategy for hotels that need to adapt and survive in times of crises (Mody, Suess, & Lehto, 2019). Recent tourism literature regarding the effect of COVID-19 on hotel businesses mostly focused on reducing health risks (Sönmez, Apostolopoulos, Lemke, & Hsieh, 2020) whilst governments continue to launch many tourism promotions and campaigns to support the businesses. However, thus far, there has been little discussion on strategy formulation to design a customer experience model that can potentially serve as a survival strategy for the dynamic future of the hotel industry (Bonfanti, Vigolo, & Yfantidou, 2021), especially luxury chain hotels which is considered one of the most preferred choices amongst tourists (Supanun & Sornsaruht, 2019). In this respect, the researcher considers it interesting to study how luxury chain hotels in the Andaman Coast in Thailand can design a customer experience amidst the new normal era post pandemic.

Literature Review

Luxury Beach Hotel Chains

In the past, customers of luxury hotels were mostly businessmen, celebrities, actresses, politicians and millionaires, but nowadays, the middle-class tourists are attracted to luxury products and services and their numbers continue to increase (Zhu, 2018). They prefer privacy, beach activities, excellent service and exceptional quality amenities (Padma & Ahn, 2020). To this end, luxury beach hotel chains can provide their guests with the best services to meet their satisfaction since they stay at the hotel from the start till they go back home (Merli, Preziosi, Acampora, & Ali, 2019). Hence, luxury beach hotel chains should highlight the characteristics of their services continuously (Bharwani & Mathews, 2021). Further, all the functions of the hotels should adopt automated systems which can help staff work more effectively and efficiently (Prentice & Nguyen, 2020).

Customer Experience

Pine and Gilmore (1998) defined "experience" as an event in which a person is affected or gains knowledge through observation or participation. Experience can

be broadly classified into four categories as follows: (1) Entertainment experience is a model of experience that has been continuously developed in tourism until today. It happens commonly when tourists experience enjoyable activities at tourist attractions (Paulauskaite, Powell, Coca-Stefaniak, & Morrison, 2017); (2) Educational experience refers to activities that are informative and helps tourists gain new knowledge. In general, the tourists gain new knowledge and skills from visiting a tourist attraction (Coudounaris & Sthapit, 2017); (3) Esthetic experience reflects the concept of escapism or service marketing (Holmqvist, Ruiz, & Peñaloza, 2020), which demonstrates that the physical environment of hotel business significantly impacts the service level of tourists; and (4) Escapism experience which requires a deeper level of immersion and engagement compared to entertainment and learning. Tourists who look for an escapism experience not only travel to specific attractions, but also participate in specific activities that offer an escapism experience (Junaid, Hou, Hussain, & Kirmani, 2019).

Perspectives of Hotel Managers

Hotel managers play a vital role in coordinating with other executives in their hotels, other hotel managers, companies, associations and government agencies to create good relationships that will lead to mutual support and smooth hotel operations (Goh & Baum, 2021), as well as create harmony between employees to achieve business goals (Yadav & Dhar, 2021). Another challenge for hotel managers is to stay abreast of news and information related to hotel operations and external events (Peco-Torres, Polo-Peña, & Frías-Jamilena, 2021) which may affect the hotel's revenue. They must monitor business, economic, and political trends in order to analyse, learn, and understand new ideas as well as convey important updates (Fisher & Frey, 2021), to department heads/managers or supervisors (Luthans, Luthans, & Chaffin, 2019).

Service Design

The goal of service design is to provide tangible and intangible profit returns to the hotel business. Therefore, the service designer must be able to communicate and turn intangibility into tangibility, anticipate new solutions by observing and interpreting customer needs and behaviour as well as offer possible services in the future to meet the evolving guest needs (Dell'Era, Magistretti, Cautela, Verganti, & Zurlo, 2020). In the context of hotel business, service design refers to a way of thinking and practice through a design process to help develop a service model that can yield maximum benefit (Stickdorn, Hormess, Lawrence, & Schneider, 2018). More importantly, it can generate returns for the hotel in a holistic manner and help the management to understand the comprehensive needs of guests (Lei, Wang, & Law, 2019).

Customer Trust

Trust helps a business to maintain its sales volume from loyal customers who have confidence in buying the products or services offered (Paparoidamis, Katsikeas, & Chumpitaz, 2019). McAllister (1995) conceptualised trust into two aspects: 1) Cognitive trust refers to a person choosing to trust what is respectable under a given situation and for good reason. In this regard, cognitive trust is considered as customers' willingness and confidence for the competence of a service provider. Customer trust develops from the accumulated knowledge that allows an individual to predict with confidence (Nyadzayo, Johnson, & Rossi, 2020). 2) Affective trust refers to the emotional connection of an individual who demonstrates genuine care and belief in good qualities and believes that these feelings will be rewarded. Affective trust is characterised by the feelings of security and perceived strength of the relationship (Huang, Wang, Chen, Deng, & Huang, 2020).

Customer Delight

Current research shows that customer delight is more powerful than customer satisfaction and service quality (Alzoubi & Inairat, 2020), as delight is generally shown to afford higher advantages. A delighted customer is a person who receives exceptional experiences (Barnes & Krallman, 2019). There are three components of customer satisfaction: customer, employee as well as organisational and environmental influences (Hoe & Mansori, 2018). To satisfy customers, their expectations as well as safety requirements need to be fulfilled (Marshall & Paige, 2018). Thus, it is likely that delighted customers will be loyal to hotels which provide a greater level of engagement and positive emotional arousal and in turn, hotels stand to earn more profit from satisfied guests.

Theoretical Framework

The researchers applied Mehrabian and Russell's (1974) "SOR Model" to explain the relationships between research variables. Based on literature review, service design is Stimulus (S) that creates customer experience through attributes of luxury hotel chains (Kranzbühler, Kleijnen, Morgan, & Teerling, 2018), while customer experience is applied to evaluate Organism (O) to reflect the efficiency of customer experience and luxury hotel attributes. Through "S" and "O", Response (R) which refers to customer delight and customer trust, can be achieved. Therefore, for this study, the researchers used consumer experience to reflect the interactions between guests and hotel services and defined service design as a specific interaction, namely entertainment, educational, aesthetic, and escapist. In summary, the theoretical framework of this research is shown in Figure 1.

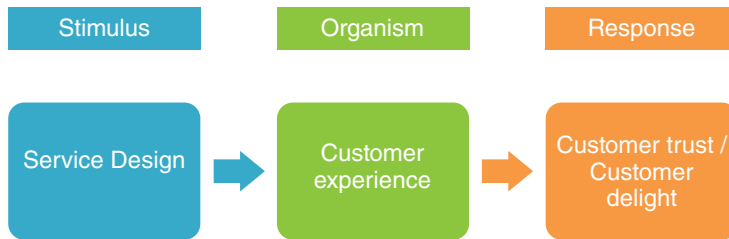


Figure 1. Theoretical framework

Methodology

Research Design

The study adopted a qualitative inquiry by using the phenomenological method to study phenomena and human experience. The phenomenological method aims to understand the meaning of phenomena or events in life and is interested in the experience of key informants without including the experience of the researcher (Cossham & Johanson, 2019). This method interprets data from key informants and describes only findings related to the key informants. In phenomenological research, the researcher will find the meaning of the phenomenon or the meaning of being a person in that phenomenon. The insights obtained will be from the point of view of the key informants only.

Research Instrument

The researchers conducted semi-structured interviews by talking to key informants to obtain their perspectives regarding attitudes, beliefs and values. In addition, in-depth interviews are useful for comparison in order to understand the experiences and beliefs of each key informant (Korstjens & Moser, 2018). The researchers used a voice recorder to record the responses from key informants as this can help them to concentrate on the interview and to help prevent data loss. The interviews were conducted in a private room at the hotel where key informants work to provide a sense of relaxation and for sake of convenience (Lyu, Li, & Law, 2019). In cases where physical interviews were not possible due to COVID-19 restrictions, online interviews were conducted via platforms such as Zoom or Microsoft Team.

Sampling and Data Collection

This qualitative study employed purposive sampling to select respondents from the pool of hotel managers based on their knowledge and a work experience of least 5 years. The key informants were interviewed personally after being contacted through

emails. Each interview session lasted about 45 minutes. In this study, data saturation was reached after 12 interviews but 3 additional interviews were conducted to ensure and confirm that there were no new emerging themes. This is in line with Macmillan (1971), who stated that if a panel size of experts is 10 or more, the rate of error reduction would be very small until it begins to stabilise at 0.02. At the same time, if the researcher feels that the key informants continue to highlight the same themes in the interviews, the data can be considered sufficiently saturated (Tran, Porcher, Tran, & Ravaud, 2017).

Thematic Analysis

According to Terry, Hayfield, Clarke and Braun (2017), thematic analysis is an appropriate method for collecting qualitative data. The process involves three stages, starting from: 1) Laying out a preliminary analysis approach using a variety of theories related to the research, 2) Organising data systems and classifying data into categories such as data reduction, data indexing, code by categorising data or indexes into a single system, 3) Interpreting by extracting meaning from the existing data or finding the connection between the data such as the descriptive form and the relationship form, and 4) Constructing conclusions from the interpretation process. Finally, making several interim assumptions to reach a conclusion and relate it to other sub-conclusions.

Research Validity and Reliability

The researchers used a triangulation data validation method, that is, checking the accuracy of findings, by asking informants to read if what has been interpreted is true. The credibility of this study refers to the potential differences due to specificity of the context and time period by assessing trustworthiness from the review of the data analysis together with peer debriefing (Liao & Hitchcock, 2018). In presenting the qualitative research results, the description or meaning of actions or activities is given to informants according to culture, beliefs, and norms, in order to reflect the reality as much as possible (Ivanova-Gongne & Törnroos, 2017). Thus, the researchers' interpretation or bias can be avoided to prevent inaccurate data analysis (Funder & Ozer, 2019).

Findings

According to the data analysis, five main new normal service designs, adapted from Bonfanti et al. (2021), can create customer experience at luxury beach hotel chains in the Andaman coast of Thailand: 1) Servicescape (S), 2) Hygiene (H), 3) Up-to-date information (U), 4) Technology and innovation (T), and 5) Staff awareness (S) (henceforth called SHUTS Model).

Servicescape

As traveling habits continue to change over the years, many hotels resort to introducing new features to support new and unusual guest needs. Hotel managers mentioned that hotels should re-design their servicescape to create trust amongst guests by paying attention to their health and hygiene as described here.

“...a hand-washing alcohol bottle stand and an automatic hand-washing alcohol dispenser at the entrance to the hotel, the service counter in front of the elevator, the hallway and the staff area which we recommend using it every time you notice it.” (HTL04)

From the perspective of hotel managers, most hotels are now required to clean and disinfect their areas more rigorously and more regularly, especially in communal areas and high-touch surfaces such as doors, tables and chairs. This is because, visitors have much higher expectations of cleanliness and will opt for establishments that prioritise safety and cleanliness to reduce the risk of infection.

Hygiene

Since the outbreak of COVID-19 in early 2020 until now, sanitation and hygiene have and continue to be of paramount concern for guests. To earn back visitors' confidence and trust in using hotel facilities, most hotel managers concurred that the maintenance of good hygiene and cleanliness is vital for today's hotel business. Particularly, in this post-pandemic era:

“We maintain cleanliness of air or air hygiene, but the hotel management must ensure that every corner of the hotel is safe for use.” (HTL02)

While hygiene may have been ignored before, this changes when there is any outbreak of infectious disease that can be spread through droplets. All hotels now ensure that sanitation is done regularly and hand sanitizers or alcohol sprays are placed at all common spaces throughout the hotel, especially in areas that visitors often come into contact with. These are measures to impress and build customer confidence.

Up-to-date Information

Communicating and providing regular updates to guests and staff helps create an emotional attachment, which may be the key to attracting new and repeat guests back to the hotel. Hotel management should in particular focus on disseminating relevant information regarding government policies and other developments throughout the organisation to ensure everyone is kept abreast:

“Our hotel has been awarded the Amazing Thailand Safety and Health Administration or SHA standard from the Ministry of Tourism and Sports.”
(HTL05)

It should be noted, that in the post-COVID recovery, as things slowly recover, clear communication with guests is necessary. Many guests are keen to know any relevant updates or information, specifically things that concern their safety and health matters. So, hotel management should ensure any relevant update is conveyed to guests in a friendly and sincere manner as well as extend their assistance to those in need. This would help guests develop a favourable attitude towards the message and the establishment.

Technology and Innovation

During the recent period of disruption to global travel, numerous innovations and new technologies were put in motion to circumvent around COVID-19 social distancing measures (Tinakhat, 2020). These innovative technologies have been very beneficial for the tourism business, and are likely to become a part of the travel experience even after the pandemic. The tourism industry was already using contactless technology before the COVID-19 pandemic. Another example of technology use that is transforming the hotel business model was shared by one of the informants:

“Hotel is currently testing the use of robotics and AI in the reception. Robots provide tourists with information and can automatically process language translations.”
(HTL01)

At present, the use of contactless technology has developed a new dimension that is not only convenient and modern, but also builds confidence and trust amongst guests. System analytics of big data helps operators deliver services and products that meet individual guest needs, such as tailored travel packages with the right timing and needs, analyse historical data to forecast demand growth, seasonal trends and the preferences of guests as well as analyse fundamental social media data to gauge market trends and traveller interests.

Staff Awareness

Human resource management is an important component of any hotel's success. In the same way, the hotel's performance has a positive impact on the selection and recruiting system. Good human resource management will lead to better cooperation

and unity and increased loyalty amongst employees/personnel which will lead to a smooth operation.

“We developed new training courses and implemented preventive actions to make every area within the hotel as a safe space for everyone.” (HTL03)

In summary, hotel managers should adopt the SHUTS model to ensure that both guests and their staffs are safe. They, therefore, hope that the guests will understand the rationale of the security guard in measuring the temperature each time before guests enter the hotel and the front desk asking guests to fill out a travel history form during the check-in process.

Themes and Sub-themes

The thematic broad themes and sub-themes with definitions generated from this study are shown in Table 1.

Table 1. Themes and sub-themes from thematic analysis

Theme	Sub-theme
Servicescape	To clean and disinfect common spaces more rigorously and more regularly as well as to ensure safety is prioritised and risks of infection are minimised.
Hygiene	To place disinfectants, hand sanitizers or alcohol sprays at various points throughout the hotel.
Up-to-date information	To convey relevant information or updates in a friendly and sincere manner as well as ready to help any guest in need.
Technology and innovation	To deliver services and products that meet individual guests' needs.
Staff awareness	To provide training to staff regarding hygiene and COVID-19 containment measures.

Based on the thematic analysis findings, the researchers would like to propose a service design model that hotels can adopt to create a new normal customer experience in the post-COVID recovery called “*SHUTS Model*”. The model involves aspects of servicescape, hygiene, up-to-date information, technology and innovation, and staff awareness and offers hotel marketers a proactive strategy to create a great customer experience and secure a competitive advantage amongst competitors.

Discussion

The aim of this study is to analyse the service design currently undertaken by luxury beach hotel chains in the Andaman Coast of Thailand to formulate a new normal service experience model. In-depth interviews were conducted with hotel managers of luxury beach hotel chains in Phuket, Phang-Nga, and Krabi. All 15 hotel managers emphasized that the *servicescape* of hotels has increased sanitation and hygiene measures in all common areas, especially those that receive high traffic. Most of hotels also strictly followed social distancing measures to contain any virus transmission. This measure corroborates with Bove and Benoit (2020) who suggested customising leisure facilities and public seating areas to support social distancing. This includes the lobby, restaurant, bar, pool area and meeting rooms by stipulating the maximum seating or participation capacity and encouraging appointment bookings in advance. Further, common spaces should be appropriately and clearly marked to ensure proper social distancing. After the COVID-19 pandemic, tourists are much more vary of *hygiene*, keep themselves updated with destination health policies, and avoid crowded, congested or closed areas. Therefore, hotels and other accommodation providers who want to regain the confidence of travellers should implement such measures as much as possible. This is in line with Yu, Seo and Hyun's work (2021) where they concluded that daily room disinfections and daily disinfection of general areas are sanitation measures that travellers expect hotels and other accommodation operators to implement the most.

In addition, *up-to-date* communication from hotels should clearly communicate the measures that have been put in place to regain customer confidence, especially today, where social media, whether Facebook or LINE, can help to communicate with a wide range of potential customers at almost no cost. Similarly, Chan, Gao, and McGinley (2021) emphasised that hotels should communicate with guests before the start of their stay to clarify guidelines in detail. Hotels can also create videos that can easily explain the various measures in place and implement a self-screening online system during the booking process. With regard to *technology and innovation*, hotels use innovative technologies as a tool to facilitate guest stays, including an evaluation system for guest feedback. This finding supports the work of Jiang and Stylos (2021) who contended that in the "new normal" after the COVID-19 crisis, hotel businesses are very likely to adopt technology to build confidence among tourists and maintain their competitiveness.

Hotels should also prepare Standard Operation Procedures (SOP) manuals and train their staff in preventing COVID-19 transmission. This perspective is in accordance with Gupta and Sahu (2021) who contended that hotels should train their staff on how to use sanitation chemicals properly and wearing/disposing of PPE equipment for employees who are in close contact with guests frequently, such as housekeeping,

food and beverage department and hotel security department. Moreover, there should be regular briefings to employees to keep them updated on any crises such as pandemic and instil in them the importance of following good hygiene practices.

Conclusion

Theoretical Implications

Very few studies have looked at the recent pandemic as a crisis that requires effective crisis management strategies. As such, there is a demand for validated research and valuable insights on how hoteliers throughout the world can employ crisis management knowledge and skills to address the disrupted hospitality sector (Laudari, Pariyar, & Maraseni, 2021). There is a research gap on measures and strategies for hotel managers to revive and bolster the hotel industry recovering from the epidemic. As such, hoteliers must fully understand the consequences of COVID-19, as well as implement measures to help protect their businesses in future crises.

Practical Implications

Training for hotel employees should not just focus on work skills, but also communication as developing communication skills for interacting with others is not easy (Moldoveanu & Narayandas, 2019). Sharing experiences within organizations on how to solve problems (Caligiuri, De Cieri, Minbaeva, Verbeke, & Zimmermann, 2020) is necessary. Training should be made as simple as possible, for example, using videos, as its easier to communicate information to colleagues or guests.

Limitations

This research is a cross-sectional study which was carried during the spread of the Delta variant and most people had received 2 doses of vaccines. But now the Omicron variant has emerged and it more transmissible than Delta, prompting for many to take the third dose of vaccine. In the meantime, the travel industry is reviving and more international tourists are expected to travel everywhere. Thus, a longitudinal study would have been better to compare and expand the findings pre-pandemic, during-pandemic, and post-pandemic.

Future Research

Given that research (Liang & Wu, 2022; Patma, Wardana, Wibowo, & Rahayu, 2021) has demonstrated that customer experience has a positive impact on customer trust and retention, future research could look into how hygiene and sanitation measures influence customer trust. Many hotels, including upscale hotels, provided contactless services to facilitate convenient customer experience during COVID-19

(Shin & Jeong, 2022). Hence, future studies can examine customer experience in luxury hotels from the perspective of technology utilisation as it becomes a norm to satisfy key target markets and enrich guest experience.

Open Access: This article is distributed under the terms of the Creative Commons Attribution License (CC-BY 4.0) which permits any use, distribution and reproduction in any medium, provided the original author(s) and the source are credited.

References

- Alzoubi, H., & Inairat, M. (2020). Do perceived service value, quality, price fairness and service recovery shape customer satisfaction and delight? A practical study in the service telecommunication context. *Uncertain Supply Chain Management*, 8(3), 579–588.
- Barnes, D. C., & Krallman, A. (2019). Customer delight: A review and agenda for research. *Journal of Marketing Theory and Practice*, 27(2), 174–195.
- Bharwani, S., & Mathews, D. (2021). Post-pandemic pressures to pivot: tech transformations in luxury hotels. *Worldwide Hospitality and Tourism Themes*, 13(5), 569–583.
- Bonfanti, A., Vigolo, V., & Yfantidou, G. (2021). The impact of the Covid-19 pandemic on customer experience design: The hotel managers' perspective. *International Journal of Hospitality Management*, 94, 102871.
- Bove, L. L., & Benoit, S. (2020). Restrict, clean and protect: signaling consumer safety during the pandemic and beyond. *Journal of Service Management*, 31(6), 1185–1202.
- Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., & Zimmermann, A. (2020). International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. *Journal of International Business Studies*, 51, 697–713.
- Chan, J., Gao, Y. L., & McGinley, S. (2021). Updates in service standards in hotels: How COVID-19 changed operations. *International Journal of Contemporary Hospitality Management*, 33(5), 1668–1687.
- Cossham, A., & Johanson, G. (2019). The benefits and limitations of using key informants in library and information studies research. *Information Research*, 24(3), 1–15.
- Coudounaris, D. N., & Sthapit, E. (2017). Antecedents of memorable tourism experience related to behavioral intentions. *Psychology & Marketing*, 34(12), 1084–1093.
- Dell'Era, C., Magistretti, S., Cautela, C., Verganti, R., & Zurlo, F. (2020). Four kinds of design thinking: From ideating to making, engaging, and criticizing. *Creativity and Innovation Management*, 29(2), 324–344.
- Fisher, D., & Frey, N. (2021). *Better learning through structured teaching: A framework for the gradual release of responsibility*. Alexandria, VA: ASCD.
- Funder, D. C., & Ozer, D. J. (2019). Evaluating effect size in psychological research: Sense and nonsense. *Advances in Methods and Practices in Psychological Science*, 2(2), 156–168.
- Gavilan, D., Balderas-Cejudo, A., & Martinez-Navarro, G. (2022). Luxury tourism in the new normal: In search of the new memorability. In A. S. Kotur, & S. K. Dixit (Ed.), *The Emerald handbook of luxury management for hospitality and tourism* (pp. 513–532). Bingley, UK: Emerald Publishing Limited.

- Goh, E., & Baum, T. (2021). Job perceptions of Generation Z hotel employees towards working in Covid-19 quarantine hotels: The role of meaningful work. *International Journal of Contemporary Hospitality Management*, 33(5), 1688–1710.
- Gupta, V., & Sahu, G. (2021). Reviving the Indian hospitality industry after the COVID-19 pandemic: The role of innovation in training. *Worldwide Hospitality and Tourism Themes*, 13(5), 599–609.
- Hoe, L. C., & Mansori, S. (2018). The effects of product quality on customer satisfaction and loyalty: Evidence from Malaysian engineering industry. *International Journal of Industrial Marketing*, 3(1), 20–35.
- Holmqvist, J., Ruiz, C. D., & Peñaloza, L. (2020). Moments of luxury: Hedonic escapism as a luxury experience. *Journal of Business Research*, 116, 503–513.
- Huang, L., Wang, M., Chen, Z., Deng, B., & Huang, W. (2020). Brand image and customer loyalty: Transmitting roles of cognitive and affective brand trust. *Social Behavior and Personality: An International Journal*, 48(5), 1–12.
- Ivanova-Gongne, M., & Törnroos, J.-Å. (2017). Understanding cultural sensemaking of business interaction: A research model. *Scandinavian Journal of Management*, 33(2), 102–112.
- Jaisuekun, K., & Sunanta, S. (2021). German migrants in Pattaya, Thailand: Gendered mobilities and the blurring boundaries between sex tourism, marriage migration, and lifestyle migration. In C. Mora, & N. Piper (Eds), *The Palgrave handbook of gender and migration* (pp. 137–149). Cham, Switzerland: Springer.
- Jiang, Y., & Stylos, N. (2021). Triggers of consumers' enhanced digital engagement and the role of digital technologies in transforming the retail ecosystem during COVID-19 pandemic. *Technological Forecasting and Social Change*, 172, 121029.
- Junaid, M., Hou, F., Hussain, K., & Kirmani, A. A. (2019). Brand love: The emotional bridge between experience and engagement, generation-M perspective. *Journal of Product & Brand Management*, 28(2), 200–215.
- Korstjens, I., & Moser, A. (2018). Practical guidance to qualitative research: Trustworthiness and publishing. *European Journal of General Practice*, 24(1), 120–124.
- Kranzbühler, A. M., Kleijnen, M. H., Morgan, R. E., & Teerling, M. (2018). The multilevel nature of customer experience research: An integrative review and research agenda. *International Journal of Management Reviews*, 20(2), 433–456.
- Laudari, H. K., Pariyar, S., & Maraseni, T. (2021). COVID-19 lockdown and the forestry sector: Insight from Gandaki province of Nepal. *Forest Policy and Economics*, 131, 102556.
- Lei, S. I., Wang, D., & Law, R. (2019). Hoteliers' service design for mobile-based value co-creation. *International Journal of Contemporary Hospitality Management*, 31(11), 4338–4356.
- Liang, L., & Wu, G. (2022). Effects of COVID-19 on customer service experience: Can employees wearing facemasks enhance customer-perceived service quality? *Journal of Hospitality and Tourism Management*, 50, 10–20.

- Liao, H., & Hitchcock, J. (2018). Reported credibility techniques in higher education evaluation studies that use qualitative methods: A research synthesis. *Evaluation and Program Planning*, 68, 157–165.
- Luthans, K. W., Luthans, B. C., & Chaffin, T. D. (2019). Refining grit in academic performance: The mediational role of psychological capital. *Journal of Management Education*, 43(1), 35–61.
- Lyu, J., Li, M., & Law, R. (2019). Experiencing P2P accommodations: Anecdotes from Chinese customers. *International Journal of Hospitality Management*, 77, 323–332.
- Macmillan, T. T. (1971). *The Delphi Technique*. Paper presented at the The Annual Meeting of the California Junior Colleges Associations Committee on Research and Development, Monterey, California.
- Marshall, A. M., & Paige, R. (2018). Requirements in digital forensics method definition: Observations from a UK study. *Digital Investigation*, 27, 23–29.
- McAllister, D. J. (1995). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38(1), 24–59.
- Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. Cambridge, MA: The MIT Press.
- Merli, R., Preziosi, M., Acampora, A., & Ali, F. (2019). Why should hotels go green? Insights from guests experience in green hotels. *International Journal of Hospitality Management*, 81, 169–179.
- Mody, M., Suess, C., & Lehto, X. (2019). Going back to its roots: Can hospitableness provide hotels competitive advantage over the sharing economy? *International Journal of Hospitality Management*, 76, 286–298.
- Moldoveanu, M., & Narayandas, D. (2019). The future of leadership development. *Harvard Business Review*, 97(2), 40–48.
- Nyadzayo, M. W., Johnson, L. W., & Rossi, M. (2020). Drivers and outcomes of brand engagement in self-concept for luxury fashion brands. *Journal of Fashion Marketing and Management: An International Journal*, 24(4), 589–609.
- Padma, P., & Ahn, J. (2020). Guest satisfaction & dissatisfaction in luxury hotels: An application of big data. *International Journal of Hospitality Management*, 84, 102318.
- Paparoidamis, N. G., Katsikeas, C. S., & Chumpitaz, R. (2019). The role of supplier performance in building customer trust and loyalty: A cross-country examination. *Industrial Marketing Management*, 78, 183–197.
- Patma, T. S., Wardana, L. W., Wibowo, A., & Rahayu, K. S. (2021). *Patronage intention as output experience quality and trust in the use of hotel rooms during the Covid-19 pandemic*. Paper presented at the BISTIC Business Innovation Sustainability and Technology International Conference (BISTIC 2021).
- Paulauskaite, D., Powell, R., Coca-Stefaniak, J. A., & Morrison, A. M. (2017). Living like a local: Authentic tourism experiences and the sharing economy. *International Journal of Tourism Research*, 19(6), 619–628.

- Peco-Torres, F., Polo-Peña, A. I., & Frías-Jamilena, D. M. (2021). Revenue management and CRM via online media: The effect of their simultaneous implementation on hospitality firm performance. *Journal of Hospitality and Tourism Management*, 47, 46–57.
- Pine, B. J., & Gilmore, J. H. (1998). The experience economy. *Harvard Business Review*, 76(6), 18–23.
- Prentice, C., & Nguyen, M. (2020). Engaging and retaining customers with AI and employee service. *Journal of Retailing and Consumer Services*, 56, 102186.
- Raźniak, P., Dorocki, S., & Winiarczyk-Raźniak, A. (2017). Permanence of economic potential of cities based on sector development. *Chinese Geographical Science*, 27(1), 123–136.
- Shin, H. H., & Jeong, M. (2022). Redefining luxury service with technology implementation: the impact of technology on guest satisfaction and loyalty in a luxury hotel. *International Journal of Contemporary Hospitality Management*, 34(4), 1491–1514.
- Sönmez, S., Apostolopoulos, Y., Lemke, M. K., & Hsieh, Y.-C. J. (2020). Understanding the effects of COVID-19 on the health and safety of immigrant hospitality workers in the United States. *Tourism Management Perspectives*, 35, 100717.
- Stickdorn, M., Hormess, M. E., Lawrence, A., & Schneider, J. (Eds). (2018). *This is service design doing: Applying service design thinking in the real world*. Newton, MA: O'Reilly Media, Inc.
- Supanun, K., & Sornsaruht, A. P. D. P. (2019). How service quality, guest trust and guest satisfaction affect a five-star hotel's reputation in Thailand. *African Journal of Hospitality, Tourism and Leisure*, 8(5), 1–14.
- Terry, G., Hayfield, N., Clarke, V., & Braun, V. (2017). Thematic analysis. In C. Willig, & W. Stainton-Rogers (Eds), *The SAGE handbook of qualitative research in psychology* (pp. 17–37). London, UK: Sage Publications.
- Tinakhat, P. (2020). A study of tourist motivation toward destination loyalty: Targeting European tourists travelling to Phuket. *Thammasat Review*, 23(2), 22–46.
- Tran, V.-T., Porcher, R., Tran, V.-C., & Ravaud, P. (2017). Predicting data saturation in qualitative surveys with mathematical models from ecological research. *Journal of Clinical Epidemiology*, 82, e72.
- Yadav, A., & Dhar, R. L. (2021). Linking frontline hotel employees' job crafting to service recovery performance: The roles of harmonious passion, promotion focus, hotel work experience, and gender. *Journal of Hospitality and Tourism Management*, 47, 485–495.
- Yu, J., Seo, J., & Hyun, S. S. (2021). Perceived hygiene attributes in the hotel industry: customer retention amid the COVID-19 crisis. *International Journal of Hospitality Management*, 93, 102768.
- Zhu, Y. (2018). Lifestyle mobility: Shifting conception of home in modern China. *International Journal of Tourism Anthropology*, 6(4), 357–374.