

Beyond Attractions: The Role of Tour Operators in Crafting Unforgettable Tourist Experiences at the Destination

Kusumah Ahmad Hudaiby Galih

Universitas Pendidikan Indonesia

Abstract

This study explores the role of tour operators in designing unique and unforgettable tourist experiences, emphasizing the need to consider more than just the attractions offered by a destination. It employs qualitative research methods, involving in-depth interviews with 12 tour operator managers to understand their approach in experience design. The findings suggest that tour operators employ three main strategies in itinerary planning: the selection of tourist attractions, designing variations, intensity, and sequences of visits, and managing guest expectations and perceptions. In attraction selection, a balance is struck between iconic landmarks, affordable alternatives, and hidden gems. Variations, intensity, and sequences of visits are orchestrated to prevent monotony, optimize the timing and duration of visits, and build towards a climactic end to the trip. Lastly, tour operators aim to exceed client expectations through unexpected upgrades, additional attractions, and small gifts. This research underscores the importance of a comprehensive and strategic approach in designing travel experiences, highlighting the pivotal role of tour operators. The findings have significant implications for tourism management entities, encouraging them to adopt a more holistic approach to enhance tourist satisfaction and create memorable experiences.

Keywords

beyond attractions; tour operators; unforgettable tourist experiences



I. Introduction

The tourist experience is often considered to be primarily influenced by the attractions offered at a given destination. Attractions and other appealing elements are perceived as the sole determining factors in shaping a traveler's experience. There is a common belief that designing tourist experiences is challenging and nearly impossible due to their personal nature; individual preferences can vary significantly between guests. Consequently, destination design must accommodate various types of visitors with different desires and expectations when traveling to a particular location.

Previous research on designing destination experiences has been limited. Most studies have focused on exploring tourists' motivations for visiting specific destinations or examining how Destination Management Organizations (DMOs) manage these locations effectively. The responsibility of crafting experiences at destinations has generally been attributed solely to DMOs since they are viewed as responsible for managing all aspects of the destination. The crucial role played by DMOs in connecting stakeholders within the tourism industry makes them instrumental in designing travel destinations. However, it should be noted that other entities like tour operators or travel agents can also contribute to shaping visitor experiences; thus, responsibility should not lie exclusively with DMOs.

The experience in tourism is a subject that has been widely used, both in the academic and professional environment. However, its conceptualization, explanation, methodologies of analysis, schemes of thought, and application for its design and

promotion are aspects that have not received much attention (Kusumah, 2017). Previous studies on experience design of destination has mainly examined how DMOs manage areas (Bornhorst et al., 2010) and coordinate stakeholder relationships within tourism destinations while providing satisfactory services for travelers (Bornhorst et al., 2010; Canavan, 2013). Additionally, studies have explored how DMOs create programs and events aimed at generating memorable experiences for tourists (Kalandides et al., 2012). Nevertheless, there remains limited investigation into the roles played by tour operators or travel agents as determinants and institutions capable of crafting unique visitor encounters. This study aims to understand how tour operators or intermediary businesses design unforgettable experiences tailored specifically for their clients – from itinerary planning and travel patterns through service approaches catering directly towards individual guest needs during their journeys together.

II. Review of Literature

The tourist who travels to a tourist destination does not merely make a physical journey (Graefe & Vaske, 1987). Depending on multiple factors and conditions, the tourist lives a vacation experience. The trip to a tourist destination is always an experience for the tourist, of greater or lesser significance, but an experience. A unanimous definition of experience has not yet been reached, but it is above all a personal event, often charged with an important emotional meaning based on the interaction with the stimuli that are the products or services consumed (Sfandla Bjork, 2013).

According to Ferreira & Teixeira (2013), tourists are not easily satisfied with an artificial event, but rather seek the authenticity of the experiences. Rihova et al (2015) defined the tourist experience as the relationship between the person and their worldview depending on the location of their reference center with respect to the society to which they belong. Fuentes et al (2015) have pointed out that satisfaction and quality alone do not adequately describe the experience sought by tourists today. In addition, Sfandla Bjork (2013) stated that since most tourism experiences occur in a short period of time with uninterrupted episodes instead of occurring over long periods of time, it can be difficult to reach a true understanding of them. An important aspect to consider in the methodology of understanding and measuring experiences is how to try to minimize bias due to forgetfulness of memories and bias in the mood (Ritchie & Hudson, 2009).

Thus, it is necessary to analyze the relationship between memory and experiences. This link is not new, and as Ferreira & Teixeira (2013) pointed out, it goes back to the first works of environmental psychology. Since then, different authors have investigated the influence of the tourist experience in relation to the cognitive components affective and psychomotor changes at the individual level (Fuentes et al, 2015). Moreover, the process of management of the quality of services at the guest service should be a commitment and a responsibility created and directed by the management of an organization and this should generate the necessary mechanisms so that the collaborators internalize the objectives proposed and at the same time to feel part of the process of taking it as their own and orienting their efforts towards compliance and improvement of it (Sfandla Bjork, 2013).

As a result, carrying out a process of quality management in services not only would imply considering the aspects that are intrinsic to it but also take into account certain internal factors that could influence the development of this process, such as the training and motivation as vehicles to convey and to consolidate the objectives that the organization intends to achieve with respect to the quality of service to guests (Sfandla Bjork, 2013).

Though an experience is produced inside the mind of the travelers and the outcome differs for each person, destination managers can play a fundamental role in the traveler experience. Altunel & Erkut (2015) pointed out that experiences involve not only tourists, but also the tourism businesses as experience initiators through their operating of places and of cultural presentations. They can produce the atmosphere environment or conditions and prepare service blueprints that apply to places where tourists have experiences (Fuentes et al, 2015).

The first principle, theme the experience, concerns the essential step in presentation of an experience by envisaging well-defined themes for the services or products. Furthermore, to produce desirable impersonations, service suppliers must make available cues that authorize the nature of the experience that the guest can get. Every prepared prompt must maintain and be stable with the theme. A third dimension is to disregard undesirable cues (Neuhofer, 2015). Service providers need to get rid of things that oppose, confuse, or weaken from the theme. The fourth measurement of the experience-design codes is mix-in collectibles. Experience offers can be communicated through various online and offline promotional channels (Park & Santos, 2017). Such networks act as intermediaries between potential customers and service providers as places where seller and buyer meet. The development of new media has fashioned a new set of intermediaries for the experiences of tourists (Fuentes et al, 2015).

Besides designing experiences in destination settings, it is also significant to communicate the guest experience. In making choices about destinations, travelers tend to avoid risks by pursuing information. They feel the need to comprehend as much as possible about destinations, comprising the experiences that they can expect (Park & Santos, 2017). New communication environments have delivered more access to travel information, with more “traveler-oriented” viewpoints. The new and cost-effective communication networks such as social media and websites are assuming the roles previously occupied by the above-mentioned traditional networks (Neuhofer, 2015). Through these new networks, service providers communicate their experiences offerings more expressively. Such shifting communications have an impact on the flow of searching for, and the delivery of, travel info for both destination managers and guests (Sfandla Bjork, 2013).

The role of destination managers and hoteliers is understandable in the design of atmosphere and spaces that can create impressive guest experiences. On the other hand, it must be noted that there are some conflicting views about whether or not experiences are practicable (Park & Santos, 2017). According to Song et al (2015), peace of mind is the one of the most important factors that regulates the guest experience. Customers have a need for both physical and psychological comfort. Other factor include involvement, which gives the impression of relating to the process of service delivery than to the result (Neuhofer, 2015). Guests want to be active participants that have the control and choice in the service delivery process, while at the same time they request to be informed and educated. According to Altunel & Erkut (2015), guests needed to be recognized and acknowledged. They want to feel confident and important.

Guests want to be taken earnestly and to derive personal gratitude from service encounters. Weiler & Black (2015) stated that the ways in which values of experiences offered by traditional accommodations are professed differ from those provided by the operators of boutique accommodation. The perceptions of guests are about individuality, the features of the physical environments, natural locations, the atmosphere, and service provided distinguish accommodation from more old-style forms of accommodation. Neuhofer et al (2014) highlighted the effect of the unique character of the location or

building as the reason why guests like to stay in boutique accommodations. The study of Dickinson et al (2016) observed family holiday experiences by exploring what children and parents seek in family holidays. The findings of the study demonstrate that members of the family memorize moments when they were engrossed in activities together.

From the perspectives of children, memorable moments of family holiday have three magnitudes: activities; sensory experience; and concentrated all-absorbing experiences. Conversely, memorable moments for parents are the instants when they can relax or take rest (Ingram et al, 2017). To be specific, memorable experiences of family holiday must have a good environment, where everybody is happy and positive; together apart, where parents experience family intimacy while at the same time having their own time of relation. Lo & Wu (2014) pointed out that the positive experiences of travelers mostly arise from positive values plentiful choice, local distinctiveness, shared experiences, and moments of amazement. Guests enjoy the freedom and opportunity to choose from an abundant range of choices, even if they do not have enough time to enjoy all of the choices. For instance, moments of amazement” discusses the moments when clients discover something new in the course and get greater pleasure than they had expected (Hashemi et al, 2015).

Shared experiences are the moments when guests enjoy the company of friends. It is obvious that competition in tourism industry will endure to strengthen. The needs of travelers are becoming more self-motivated and are changing. Customers anticipate a memorable destination experience. Hospitality and Tourism attributes are triggers for the establishment of remarkable traveler experiences (Ali et al, 2014). Even a small and apparently inconsequential characteristic can create a memorable and positive experience (Ingram et al, 2017). For example, clients might not have a complete positive destination experience on their tour, but they might have unforgettable experiences when they took a thriving shower in a beautiful resort bathroom (Hashemi et al, 2015). They might recall this experience long after the trip is over and share the story with associates and families or friends (Ingram et al, 2017).

When travelers select a destination, they will compare the characteristics and choose a destination that offers those that are most highly valued. Furthermore, Sfandla Bjork (2013) found eight factors such as commercialization, environment, cost, hospitality, campground facilities, accommodations facilities, eating and drinking facilities and beach opportunities, which are significant in creating a delivering a great experience to travelers or guests. It must be noted that the current drinking and eating facilities do not spontaneously create memorable and positive experiences. The quality of the beverage and food plays a more essential role in creating experience and an enthusiasm to pay. Though not intended to be universal in its application, Ferreira & Teixeira (2013) mentioned that the aspects perhaps depend on characteristics such as amenities, destination area, attractions, land formation, and the weather.

The findings of the study show that specific tourism characteristics affect the quality of tourism experiences that lead eventually to contentment. Technology related characteristics is the last cluster found in the literature studies (Wang & Alasuutari, 2017). Although most research studies on tourist experiences has concentrated on the creation of experiences on-site, Lo & Wu (2014) introduced and conceptualized the role of technological tools in improving destination experiences. Ernawati et al (2015) documented two primary shifts that are intensely renovating the nature of experiences and modification how tourism destinations design and create experiences. For example, tourists

are co-creating their own familiarities and technological methods or tools can be used to co-create and improved guest experiences.

Ali et al (2014) discussed that the excess of technological tools, including those empowered by mobile technologies and social media platforms, allow the destination managers to not only co-create experiences in the physical destination landscapes or on-site but to advance the experiences or co-creation into virtual spaces. Moreover, such key attributes are required to attract tourists and have received substantial attention from scholars with an emphasis on specific segments or resorts. According to Ali et al (2017), it is apparent that resort-related studies have frequently concentrated on singular resort properties. There has also been a predisposition to advance significant aspects based on features that are delivered at a specific resort. Some significant winter-resort facilities provide impending insights for a resort attributes models even though many of the structures assessed in the numerous research publications are very specific to the ski-resort business (Ali et al, 2017).

Rihova et al (2015) assessed a diversity of structures in the study of ski resorts. Other ski-resort specific research also delivered some useful resort characteristics. In this regard, the study of Altunel & Erkut (2015) provided a range of resort characteristics from feel/environment to individual well-being qualities, for instance, a spa. According to Song et al (2015), there are two sequences of thought concerning guestroom space allocations in resort settings. Firstly, guests would spend little time in the room and would prefer to be outdoors doing leisure activities (Neuhofner, 2015). In this manner, the facilities and size of the rooms do not need to differ much from those of a classic hotel (Fuentes et al, 2015). The contrasting perception contends that since the purpose of the visit is pleasure, rooms must be comparatively commodious and deliver more services to arrange for greater comfort and suitability (Wang & Alasuutari, 2017).

Resort rooms are not just spaces for bathing and sleeping, but also places to socialize or relax with friends and families vacationing together (Hashemi et al, 2015). This argument is established by some scholars including Ali et al (2017), who described that resort hotel rooms must make the guests feel contented, protected, and pampered because tourists of today demand many of the luxuries that they enjoy at their homes. According to Weiler & Black (2015), guestrooms occupy 85% of the area of a hotel and produce the biggest proportions of hotel revenues. It is a commonly held view that rooms of a hotel resort should make visitors feel contented, safe, and pampered (Ali et al, 2014). Therefore, guestroom services need more consideration from resort managers in their effort to provide an enjoyable room environment and to produce an unforgettable impressions for visitors. The impressions created by the room would influence the guest to revisit the resort in future (Ritchie & Hudson, 2009).

For the guest viewpoint, accommodation particularly in the case of rooms must have multiple utilities as follows eating, sleeping, reading, sitting, bathing, writing, and storing bags and cloths (Wang & Alasuutari, 2017). Food and beverage service establishments include restaurants, cafes, bars, and other types of food and beverage outlet. It has an important role in the resort industry to increase income (Hashemi et al, 2015). Resorts should provide high-quality and diverse food and beverage offerings in attractive settings. Food and beverage is the next noteworthy attribute (Ingram et al, 2017). Accordingly, when there is inadequate access to the view from all guestrooms, the alternative is creating interesting landscape design to satisfy the guests (Hashemi et al, 2015). The latter is considered as one of the requirements for a resort guestroom that allows the guest to see the scenery. Some upscale accommodation provides specific features that can maximize

guests' positive experience such as large windows or a balcony (Wang & Alasuutari, 2017).

It becomes a crucial element of guestroom facilities that needed attention. The quality of bathrooms in resort settings may contribute to overall guest satisfaction (Hashemi et al, 2015). Thus, many resorts improve the quality of their provision by changing the bathroom design, making it more spacious and providing many amenities Mendes & Guerreiro (2017). Weiler & Black (2015) proposed that the standard size of the bathroom is up to 25 percent of the square footage of the standard room, or even more when it is integrated with the dressing area. These are the most significant attributes that distinguish resorts from classic hotels (Park & Santos, 2017). Along with lodging facilities, they form an essential feature of the resort destination. The importance of attractions as the core attribute of the resort has been acknowledged by some researchers (Fuentes et al, 2015). Rihova et al (2015) in particular highlighted attractions as a crucial element for why tourists visit destinations as well as the vital element in the guests' enjoyment and experience.

Without substantial attractions, the leisure-oriented resort cannot attract potential guests. Some terminology has been proposed to name the attribute such as signature amenities (Fuentes et al, 2015), features of interest, leisure attractions, recreational provision, and recreational attraction. Recreational activities have become priorities in the lives of people seeking a healthier lifestyle. According to (Ali et al, 2014), many families and groups chose resorts based on the recreational activities it offers. Thus, it is crucial to understand which recreational activities are crucial for resorts. Supporting this statement, Altunel & Erkut (2015) stated that the recreation programs in a resort should be measured multi-dimensionally because their quality may affect customer satisfaction. Recreational activities are to some extent part of the attractions itself. For instance, sunbathing makes use of beaches, mountaineering make uses of hills and mountains, and music fans visit folk festivals (Park & Santos, 2017). Some attractions are a resource for a number of various activities. Because of this, the division between attractions and recreational activities in this study may appear to be in conflict (Ernawati et al, 2015). To guard against confusion, recreational activities in this research are only referred to those elements that need an active role of the guests (Ingram et al, 2017).

III. Research Method

This study employed a qualitative study approach. A total of 12 individuals were selected as participants, all of whom are part of the management team at tour operators or travel agencies that have been managing tourism journeys for at least five years and possess experience as proficient tour leaders. The data collection process involved conducting in-depth interviews, each lasting between 20 to 30 minutes. The primary focus was on investigating how these participants ensure they design optimal travel experiences for their clients while catering to their needs and preferences.

Following the completion of the interviews, content analysis was then performed with the aim of obtaining answers relevant to this research study's objectives. To further validate the findings obtained through this investigation, triangulation was carried out by comparing them against existing concepts and theories within the field. This step helped verify and strengthen the conclusions drawn from this study's results.

IV. Results and Discussion

Tour operators employ three approaches in designing travel itineraries for their guests to create an optimal experience. The first approach involves selecting tourist attractions, the second focuses on designing variations, intensity, and sequences of visits, while the third entails managing guest expectations and perceptions.

4.1 Crafting Memorable Itineraries

In selecting tourist attractions, tour operators ensure that their itineraries include flagship attractions - key features of a destination that often serve as primary motivators for tourists to visit (Morrison, 2013). For example, the Borobudur Temple in Indonesia or the Eiffel Tower in France can be considered ideal flagship attractions. If such an attraction is excluded from a package due to factors such as high entrance fees or limited availability, tour operators provide guests with time and space to visit these sites at their own expense.

For those who choose not to incur additional costs visiting these prominent sites, alternative activities are offered within close proximity which do not require extra expenditure. However, not all destinations boast strong flagship attractions like the Eiffel Tower or Borobudur Temple; smaller-scale examples include Merlion Park or Sentosa Island in Singapore which still attract foreign visitors despite being less grandiose than other well-known landmarks. In some cities like Bangkok where no major landmark exists comparable to Paris's Eiffel Tower, unique shopping experiences may serve as principal draws for tourists instead. Such locales lure visitors by offering affordable prices paired with acceptable product quality.

Hidden gems—lesser-known but equally captivating sights—are another form of smaller-scale flagship attraction. These intriguing points of interest are often promoted by tour operators as exclusive offerings known only by few people hence adding appeal for potential clients seeking distinctive experiences through guided tours. By implementing this trio of strategies: catering to popular interests via iconic landmarks; providing alternatives when necessary; and highlighting hidden gems within each destination—tour operators craft tailored itineraries aimed at delivering memorable journeys suited specifically towards individual guest preferences.

4.2 Variance, Intensity and Sequence of Travel

Tour operators strive to create enjoyable experiences for their guests by ensuring that three key elements of a visit are met: variation, intensity, and sequence of tourist attractions. These elements guarantee an optimal experience for tourists. Variation is crucial to prevent monotonous experiences; it refers to the diverse characteristics of tourist attractions. Although natural attractions may be appealing, they can become less enjoyable or diminish positive experiences if the entire itinerary consists solely of similar nature-based activities. Hence, tour operators must consider variation when planning itineraries.

The second element is the intensity of visits. Tour operators take into account both duration and timing when determining the best time to visit an attraction so that guests have the most rewarding experience possible (Davies & Downward, 2007). They also calculate how long tourists should spend at each site while considering their comfort and expectations regarding activity durations. Attractions perceived as interesting and enjoyable should have higher visit intensities than others.

The third element involves sequencing visits in such a way that culminates in a satisfying climax towards the end of the trip for an optimal overall experience. For instance, highly attractive sites requiring longer visits are typically placed towards the end

so that accumulated experiences peak during these final stops, resulting in unforgettable memories. These elements need to be tailored according to market segments served by tour operators while automatically filtering out those who would not find them appealing based on provided itineraries.

In addition to visiting tourist attractions, variations in food and beverage selections play a significant role in shaping travel experiences. A well-rounded one often includes novelty dining options featuring local cuisine alongside familiar tastes from home countries – striking a balance between trying new things while maintaining preferences brought from one's place of origin known as the tourist bubble (Jaakson, 2004). Understanding the extent of this bubble is an important aspect of catering to guest needs: wider bubbles allow for more varied meal offerings while narrower ones require careful consideration of peripheral novelty within psychological and physical boundaries. Individual travelers still want to taste regional specialties while adhering to their primary preferences.

4.3 Enhancing Tourist Satisfaction: Exceeding Expectations

Tour operators play a crucial role in ensuring that travelers have positive experiences by meticulously designing travel plans, taking into consideration the expectations and perceptions of their clients. The concept of customer satisfaction is well-established, wherein guests feel satisfied when their perception of the services received exceeds their initial expectations (Chen & Chen, 2010). Therefore, tour operators aim to ensure that the perceived value of their services always surpasses clients' expectations.

These expectations are built through narratives presented from the beginning, either within itineraries or through company representatives' descriptions. Through these narratives and program descriptions, travelers develop anticipations regarding what they can expect while participating in tours arranged by tour operators. In order to guarantee positive and impactful experiences for tourists, tour operators must ascertain that actual service offerings exceed client expectations. One approach employed by tour operators involves providing additional services not initially included in offers or upgrading existing services at no extra cost. For example, if a tour operator originally offered a 4-star hotel stay as part of a package deal but later upgraded it to a 5-star hotel located strategically without charging more; this would lead to an enhanced experience for customers whose original expectation was surpassed.

Another strategy entails incorporating supplementary attractions to be visited during the trip without any added fees. If such attractions prove interesting and do not interfere with other planned activities on the itinerary, they contribute positively towards the overall tourist experience. Furthermore, offering small merchandise items as gifts can also enhance traveler satisfaction levels since receiving unexpected tokens generates feelings of delight among recipients. Items provided need not be expensive; keychains or other minor souvenirs may suffice because they were unanticipated gifts leading to a perceived experience beyond previous assumptions where nothing extra was expected.

V. Conclusion

In this study, it was discovered that tour operators employ various approaches when designing and organizing activities and programs for their guests' travel experiences. The ultimate goal is to create memorable experiences that result in satisfied and loyal customers who will continue using the services of the tour operator. The research findings indicate three main approaches for crafting unforgettable guest experiences. Firstly, tour operators carefully select attractions based on the characteristics of their target market to

ensure an exceptional experience. They also make sure that if certain appealing attractions cannot be visited due to specific reasons such as entrance fees, guests are given the opportunity to visit those attractions at their own expense and within their available time frame. Additionally, tour operators identify hidden gems within destinations and incorporate them into their travel itineraries. Secondly, they create enjoyable tourist experiences by varying both intensity levels and sequences of visits during trips. This variation in attractions ensures a rich experience for tourists while preventing monotony. Supporting elements like diverse food and drink options further contribute towards enhancing visitors' overall experience.

Furthermore, tour operators must consider attraction appeal when determining activity intensity levels at each site so as to emphasize unique visitor experiences effectively. The sequence of visits is also considered with the aim of progressively improving these experiences throughout a trip until they reach a climax near its end.

Lastly, one crucial approach employed by tour operators involves managing tourists' expectations through storytelling narratives or conditioning first-time information about destinations received by guests. By maintaining realistic expectations among travelers, it becomes easier for tour operators to achieve desired perception targets regarding activities or destination sites themselves. When these perception targets are met or exceeded because actual travel experiences surpass initial expectations, satisfaction among tourists automatically increases—thus ensuring overall success in providing perfect travel design solutions tailored specifically for group tours.

References

- Ali, F., Hussain, K., & Ragavan, N. A. (2014). Memorable customer experience: Examining the effects of customers experience on memories and loyalty in Malaysian resort hotels. *Procedia-Social and Behavioral Sciences*, 144, 273-279.
- Ali, F., Hussain, K., & Ryu, K. (2017). Resort hotel service performance (RESERVE)—an instrument to measure tourists' perceived service performance of resort hotels. *Journal of Travel & Tourism Marketing*, 34(4), 556-569.
- Altunel, M. C., & Erkut, B. (2015). Cultural tourism in Istanbul: The mediation effect of tourist experience and satisfaction on the relationship between involvement and recommendation intention. *Journal of Destination Marketing & Management*, 4(4), 213-221.
- Bornhorst, T., Brent Ritchie, J. R., & Sheehan, L. (2010). Determinants of tourism success for DMOs & destinations: An empirical examination of stakeholders' perspectives. *Tourism Management*, 31(5), 572-589. <https://doi.org/10.1016/j.tourman.2009.06.008>
- Canavan, B. (2013). Send More Tourists! Stakeholder Perceptions of a Tourism Industry in Late Stage Decline: The Case of the Isle of Man. *International Journal of Tourism Research*, 15(2), 105-121. <https://doi.org/10.1002/jtr.883>
- Chen, C.-F., & Chen, F.-S. (2010). Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists. *Tourism Management*, 31(1), 29-35. <https://doi.org/10.1016/j.tourman.2009.02.008>
- Davies, B., & Downward, P. (2007). Exploring price and non-price decision making in the UK package tour industry: Insights from small-scale travel agents and tour operators. *Tourism Management*, 28(5), 1236-1261.
- Dickinson, J. E., Hibbert, J. F., & Filimonau, V. (2016). Mobile technology and the tourist experience:(Dis) connection at the campsite. *Tourism Management*, 57, 193-201.

- Ernawati, N., Dowling, R., & Sanders, D. (2015). Tourists' perceptions of community based tourist products for sustainable tourism in Bali, Indonesia. The practice of sustainable tourism: Resolving the paradox, 95-112.
- Ferreira, H., & Teixeira, A. A. (2013). 'Welcome to the experience economy': assessing the influence of customer experience literature through bibliometric analysis (No. 481). Universidade do Porto, Faculdade de Economia do Porto.
- Fuentes, R. C., Moreno-Gil, S., González, C. L., & Ritchie, J. B. (2015). Designing and promoting experiences in a tourist destination. An analysis of research and action needs. *Cuadernos de Turismo*, (35), 435.
- Graefe, A. R., & Vaske, J. J. (1987). A framework for managing quality in the tourist experience. *Annals of tourism research*, 14(3), 390-404.
- Hashemi, S. M., Jusoh, J., Kiumarsi, S., & Mohammadi, S. (2015). Influence factors of spa and wellness tourism on revisit intention: the mediating role of international tourist motivation and tourist satisfaction. *International Journal of Research*, 3(7), 1-11.
- Ingram, C., Caruana, R., & McCabe, S. (2017). PARTicipative inquiry for tourist experience. *Annals of Tourism Research*, 65, 13-24.
- Jaakson, R. (2004). Beyond The Tourist Bubble? *Annals of Tourism Research*, 31(1), 44–60. <https://doi.org/10.1016/j.annals.2003.08.003>
- Kalandides, A., Kavaratzis, M., Boisen, M., Atorough, P., & Martin, A. (2012). The politics of destination marketing: Assessing stakeholder interaction choice orientations toward a DMO formation, using the Thomas-Kilmann Conflict Mode Instrument. *Journal of Place Management and Development*, 5(1), 35–55. <https://doi.org/10.1108/17538331211209031>
- Kusumah, A. H. G. (2017). A conceptual framework of the Indonesian resort experience. The Hong Kong Polytechnic University.
- Lo, A. S., & Wu, C. (2014). Effect of consumption emotion on hotel and resort spa experience. *Journal of Travel & Tourism Marketing*, 31(8), 958-984.
- Mendes, J., & Guerreiro, M. (2017). Conceptualizing the cruise ship tourist experience. *Cruise Ship Tourism*, 205.
- Morrison, A. M. (2013). *Marketing and Managing Tourism Destinations*. Routledge. <https://books.google.com/books?hl=en&lr=&id=JERGAQAQBAJ&pgis=1>
- Neuhofer, B. (2014). The technology enhanced tourist experience. *Information and Communication Technologies in Tourism 2014*, 90.
- Neuhofer, B., Buhalis, D., & Ladkin, A. (2015). Technology as a catalyst of change: enablers and barriers of the tourist experience and their consequences. In *Information and communication technologies in tourism 2015* (pp. 789-802). Springer, Cham.
- Park, S., & Santos, C. A. (2017). Exploring the tourist experience: A sequential approach. *Journal of Travel Research*, 56(1), 16-27.
- Rihova, I., Buhalis, D., Moital, M., & Gouthro, M. B. (2015). Conceptualising customer-to-customer value co-creation in tourism. *International Journal of Tourism Research*, 17(4), 356-363.
- Ritchie, J. R., & Hudson, S. (2009). Understanding and meeting the challenges of consumer/tourist experience research. *International Journal of Tourism Research*, 11(2), 111-126.
- Sfandla, C., & Björk, P. (2013). Tourism Experience Network: Co-creation of Experiences in Interactive Processes. *International Journal of Tourism Research*, 15(5), 495-506.
- Song, H. J., Lee, C. K., Park, J. A., Hwang, Y. H., & Reisinger, Y. (2015). The influence of tourist experience on perceived value and satisfaction with temple stays: The

- experience economy theory. *Journal of Travel & Tourism Marketing*, 32(4), 401-415.
- Wang, L., & Alasuutari, P. (2017). Co-construction of the tourist experience in social networking sites: Two forms of authenticity intertwined. *Tourist Studies*, 17(4), 388-405.
- Weiler, B., & Black, R. (2015). The changing face of the tour guide: one-way communicator to choreographer to co-creator of the tourist experience. *Tourism Recreation Research*, 40(3), 364-378.