

GUIDELINES FOR CREATING CUSTOMER SERVICE EXPERIENCE FOR HOTEL BUSINESS: A CASE IN NAHON-CHAI-BU-RIN PROVINCIAL CLUSTER, THAILAND

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Abstract: Customer experience extends beyond the scope of basic service standards and is increasingly recognized as a strategic asset that influences both operational efficiency and long-term profitability, while also playing a critical role in establishing competitive advantage. This study aims to examine the components of customer experience, experience-centric service, service quality, customer satisfaction, and revisit intention, to investigate the direct and indirect impacts of customer experience, experience-centric service, service quality, customer satisfaction, and revisit intention, and to propose a new model for creating the customer service experience for the hotel in the context of Nakhon-Chai-Bu-Rin Provincial Cluster, Thailand. A quantitative research design was employed, utilizing both descriptive and inferential statistical methods. Structural equation modeling (SEM) was applied for path analysis. Data were collected via an online survey administered through Google Forms, targeting a purposive sample of 400 Thai and international guests who had utilized hotel services at least once in the last 3 years (2023-2025) within the Nakhon-Chai-Bu-Rin Provincial Cluster in Thailand. The 67 items of observable variables were used to analyse the model. The fit index values in model testing consist of: $X^2/Df = 2.249$, GFI = 1.000, CFI = 0.936, NFI = 0.892, TLI = 0.923, RFI = 0.869, RMSEA = 0.056, and RMR = 0.014, all are considered to pass the criteria. The findings led to the development of a new model for enhancing customer service experience in this context, comprising five key components: customer experience, experience-centric service, service quality, customer satisfaction, and revisit intention. The new model also demonstrates statistical consistency with the empirical data, confirming that five key factors have a statistically significant direct impact on customer experience. It can increase satisfaction that leads to revisit intention and hotel sustainable revenue. Nonetheless, individual hotels must assess their specific capacities and contextual factors when implementing this model.

Keywords: customer experience, experience-centric service, service quality, customer satisfaction, revisit intention, Nakhon-Chai-Bu-Rin Provincial Cluster

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INTRODUCTION

The concept of customer experience originates from Pine & Gilmore's (1998) "experience economy," which shifted focus from goods and services to creating memorable, immersive experiences. This reflects changing consumer behavior, where value comes from emotional and symbolic aspects of consumption. Research has explored how experiential value can be designed, measured, and managed, with proponents noting benefits for differentiation and loyalty, while critics warn of challenges in operationalizing and authenticating experiences. Despite this, the experience economy remains central to understanding customer experience, especially in service-intensive sectors like hospitality and tourism. The concept progressed through customer-centric approaches and has now advanced to experience-centric service, which emphasizes deeper emotional engagement (Monferrer Tirado et al., 2024). Experience-centric service encompasses the overall perception a customer forms throughout their journey, influenced by every interaction from marketing and sales to service and product use (Andrade-Cunha et al., 2025). The customer experience concept is widely accepted and popular in various industries. Likewise, studying the customer experience in hotels is essential for understanding how to exceed guest expectations in a highly competitive and service-driven industry. In which famous luxury hotels around the world, emphasis providing a service excellence experience to customers because it will lead to positive reviews, impressions, satisfaction, and become royalty customers (Jung & Baloglu, 2025).

Customer experience in the hotel business is an overall perception and feeling of customers when interacting with a hotel across all service touchpoints, from the first awareness to the service process and beyond, including post-purchase support and brand loyalty (Lee, 2023). It is defined by factors such as product and service quality, accessibility, responsiveness, customization, and emotional engagement that aim to optimize customer experiences to increase satisfaction, reduce customer loss, and improve brand reputation (Agapito & Sigala, 2024). Whereas, treating customers

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with pleasure as they wish or providing sincere service will also help create high levels of satisfaction (Tran et al., 2025). On the contrary, if customers have an unimpressive experience, they will provide negative reviews. It may prevent customers from returning, and dissatisfied customers may tell others (Baquero, 2025). This has a direct and immediate impact on the business, requiring hotels to spend a lot of money to restore their reputation or image (Jung & Baloglu, 2025). Thus, hotels need to have strategies for creating appropriate service experiences in their context.

Nakhon-Chai-Bu-Rin Provincial Cluster in Thailand refers to a group of 4 provinces in the Northeastern region of Thailand, established under the Royal Decree on Integrated Provincial Administration and Provincial Clusters B.E. 2551. It covers Chaiyaphum, Nakhon Ratchasima, Buriram, and Surin Provinces, which have a shared cultural identity and similar basic characteristics. The objective is to develop social, economic, and tourism within the provincial clusters for sustainable development. Since the hotel industry of this provincial cluster is part of the tourism development plan.

However, from the data reviewing the tourism development plan of the Nakhon-Chai-Bu-Rin Provincial Cluster, and from previous research and literature, it was found that the knowledge necessary for developing and increasing competitiveness and upgrading tourism according to the development policy of the Nakhon-Chai-Bu-Rin Provincial Cluster in the hotel business is still limited. Moreover, lacking the customer experience concept applicable in the hotel business properly may lead to a range of significant problems that directly impact customer satisfaction, business performance, and long-term growth. Especially in the context of the Nakhon-Chai-Bu-Rin Provincial Cluster that the hotel service standards, service quality, and the core knowledge of the customer experience are still behind the standard hotels in the main city in Thailand. Likewise, its operations are also below the international standard in any aspects that can affect guest satisfaction and revisit intention, which leads to the business's survival. Thus, the researcher would like to examine the components of customer experience, experience-centric service, service quality, customer satisfaction, and revisit intention, to investigate the factors that affect the customer experience directly and indirectly, and to propose a new model for creating the service experience in the context of Nakhon-Chai-Bu-Rin Provincial Cluster.

The findings of this research provide strategic guidance for developing service standards and enhancing quality to meet international hotel benchmarks, offering both direct and indirect benefits of the Nakhon-Chai-Bu-Rin Provincial Cluster as a whole. They can also inform customer experience strategies across various accommodation types to attract more guests and increase revenue. However, effective application requires adaptation to each hotel's specific context, considering organizational constraints and market conditions. Additionally, the study highlights the importance of cultural and local perspectives, suggesting that insights may be extended to other service cultures, such as Japanese or Chinese, while emphasizing the need for careful, context-sensitive implementation.

LITERATURE REVIEW

The growing emphasis on customer experience reflects the recognition that simply offering products and services is no longer sufficient in a competitive marketplace. Consumption is now understood as an experiential process shaped by emotional, cognitive, and sensory factors. Veloso & Gomez-Suarez (2023) highlighted that thoughtfully designed interactions can strongly influence consumer behavior, though they give limited attention to the practical challenges firms face in implementing such strategies. Similarly, Andrade-Cunha et al. (2025) pointed it that memorable experiences across multiple touchpoints encourage customer return, yet this also raises concerns about maintaining consistency and scalability.

Customer experience is increasingly viewed as a foundational construct in understanding customer behavior, functioning as a key mechanism through which organizations build and maintain customer relationships.

According to Ozler Efe et al. (2025), experiences must be distinctive enough to generate genuine satisfaction, though achieving such differentiation may be challenging for firms with limited resources or standardized services. Baquero (2025) further emphasizes that value arises from customers' holistic perceptions and emotional responses across the entire service encounter, implying a level of integration that many organizations struggle to deliver. Customer experience emerges through multiple interactions, visual, auditory, observational, and participatory, shaped by contextual factors such as service quality and environment (Agapito & Sigala, 2024). Although positive experiences can create lasting emotional attachment, their outcomes are not uniform. As Lee (2023) notes, they vary according to psychological, managerial, sociological, and individual differences, underscoring the need to understand customer experience as a complex, multifaceted phenomenon influenced by both organizational practices and personal interpretations. Applying the customer experience concept in the hotel industry requires a holistic view of the entire guest journey, covering all touchpoints across communication channels before, during, and after the stay, as well as ongoing interactions with frontline staff who strongly influence guest perceptions (Masa'deh et al., 2025; Monferrer Tirado et al., 2024). While this comprehensive approach highlights the complexity of hotel service delivery, it also reveals challenges in maintaining consistency across diverse touchpoints and customer needs.

Research in this context aims to enhance satisfaction, create experiential value, encourage repeat visits, and improve business performance (Arkadan et al., 2024). However, achieving these outcomes depends on hotels' ability to effectively coordinate experiential elements, a capacity often limited by resource constraints, staff turnover, and inconsistent service standards. These considerations underscore both the strategic value and operational challenges of customer experience management. Based on this framework, Hypotheses 1 through 4 were developed.

H1: Customer experience affects experience-centric service

H2: Customer experience affects service quality

H3: Customer experience affects customer satisfaction

H4: Customer experience affects revisit intention

Experience-centric service extends experiential marketing by prioritizing customers' emotional and sensory engagement, requiring intentionally designed interactions that resonate more deeply than traditional service models (Ponsignon, 2023). The customer journey and service touchpoints are central to this approach, shaping emotions, satisfaction, and overall perceptions (Lee, 2023; Reitsamer & Becker, 2024). Effective experience design demands high service quality and coordinated involvement of multiple stakeholders, including staff, management, and customers, alongside structured activities that foster participation and immersion (Andrade-Cunha et al., 2025; Sheth et al., 2023). While offering opportunities for differentiation and loyalty, this model also poses operational challenges, such as maintaining consistency across touchpoints, aligning organizational resources, and adapting to diverse customer expectations, highlighting the need for careful planning and evaluation to achieve sustainable experiential value.

The effective application of experience-centric service design principles requires the deliberate creation of positive, memorable, and emotionally resonant experiences, integrating multiple dimensions of customer engagement. When executed successfully, such experiences not only leave lasting impressions but also foster repeat patronage, aligning with broader service objectives (Li et al., 2023). In the hotel industry, this necessitates a strategic emphasis on enhancing service quality to deliver impactful, experience-centric interactions. The framework of experience-centric service has been extensively explored in the literature as a means of designing emotionally engaging and memorable experiences across diverse contexts (Lee, 2023; Masa'deh et al., 2025). Critical to this approach is the ability to engage customers across physical, emotional, cognitive, and even spiritual dimensions, ensuring that the intended experiential value is effectively communicated (Park et al., 2025). However, the degree of customer interaction and participation is contingent upon various contextual factors, including prior experiences, individual comprehension, situational variables, cultural norms, and local perspectives (Ozler Efe et al., 2025). These complexities underscore the necessity for nuanced and context-sensitive design strategies in experience management. Drawing from these insights, Hypotheses 5 through 7 were formulated to examine the relationships between experience-centric service design, customer engagement, and behavioral outcomes.

H5: Experience-centric service affects service quality

H6: Experience-centric service affects customer satisfaction

H7: Experience-centric service affects revisit intention

Service quality is widely recognized as a core indicator of service performance and is typically evaluated by the extent to which service delivery meets or exceeds customer expectations (Asgeirsson et al., 2024). Despite its prominence, the concept remains theoretically contested, with definitions varying across disciplines and sectors, shaping how service processes are designed and assessed. The interaction among service quality dimensions such as reliability, responsiveness, assurance, empathy, and tangibility also depends on the specific service context, limiting the applicability of universal models (Perdomo-Verdecia et al., 2024). In an increasingly globalized marketplace where consumption patterns have become more homogenized, hospitality providers must meet expectations for consistent service standards while still catering to diverse market segments. Differences between basic and luxury service formats continue to shape customer expectations (Kim et al., 2025). Consequently, service models that emphasize delivering superior value and consistently satisfying customer needs have become essential for hotels seeking to maintain competitiveness in an industry marked by intense rivalry and growing price sensitivity (Iyengar, 2025).

Service quality is commonly conceptualized as the discrepancy between customers' expectations and their perceptions of actual service performance; when perceived performance meets or exceeds expectations and satisfaction, the service is considered high quality (Tran et al., 2025). To operationalize this construct, the SERVQUAL model has been widely employed as a multidimensional framework for assessing customer satisfaction and informing long-term strategic decision-making (Olawuyi & Kleynhans, 2025). The model's core dimensions, reliability, responsiveness, assurance, empathy, and tangibility serve as key indicators shaping customer evaluations and have become benchmarks for both academic research and managerial practice (Garcia et al., 2025). Despite its extensive use, SERVQUAL has been subject to ongoing critique and adaptation, particularly as contemporary service environments grow more diverse and dynamic (Liu et al., 2025; Ülkü, 2025). Critics argue that its expectation–performance gap approach may oversimplify complex customer experiences, and that the model's dimensional structure does not always generalize across industries or cultural contexts. Nevertheless, given the relatively traditional and standardized nature of hotel services within the Nakhon-Chai-Bu-Rin Provincial Cluster, this study employs the original SERVQUAL framework as the most theoretically appropriate and empirically coherent tool for assessing service quality. In line with this rationale, the corresponding relationship is formalized as Hypothesis 8.

H8: service quality affects customer satisfaction.

Customer satisfaction is generally understood as customers' holistic evaluation of an organization's performance, shaped by their prior experiences with its products and services (Suchánek & Činčalová, 2024). It is widely regarded as a central determinant of organizational success, given its strong influence on customer loyalty, profitability, and corporate reputation (Oliveira-Cardoso et al., 2025). Beyond its immediate effects, customer satisfaction also contributes to long-term business sustainability, reinforcing an organization's ability to compete in dynamic market environments (Elgarhy & Alharethi, 2025). Fundamentally, satisfaction emerges from the degree of congruence between customers' expectations and the actual quality of service delivered (Ali & Shabn, 2024).

When service performance meets or surpasses expectations, customers typically demonstrate stronger emotional attachment, loyalty, perceived value, and repeat patronage (Tran et al., 2025). However, emerging scholarship complicates this traditional expectation performance logic. Zhang et al. (2024) added that satisfaction does not always align directly with the valence of customer experiences: a service encounter may be pleasant yet still fall short of

expectations, resulting in lower satisfaction. This highlights the subjective and often asymmetrical nature of satisfaction formation. Consequently, service providers must carefully manage customer interactions across all touchpoints, ensuring not only positive experiences but also experiences that meaningfully align with or exceed customers' anticipated standards. Such attention is crucial for cultivating robust satisfaction outcomes in competitive service settings.

Measuring customer satisfaction is a crucial managerial practice, as it enables organizations to evaluate how effectively they address customer needs and to identify areas requiring strategic improvement (Lepistö et al., 2024). Jung & Baloglu (2025) highlight that satisfaction is shaped by multiple factors, including the service location, the behavior and competence of service personnel, the physical and social environment, the efficiency of service processes, the quality of information provided, and individual customer characteristics. This diversity of influences underscores the importance of considering both external service attributes and internal customer-specific factors when attempting to enhance satisfaction (Siddiqi et al., 2024). However, a solely operational focus on external factors such as facilities, processes, or staff performance may be insufficient. Genuine satisfaction may not emerge if organizations fail to recognize the subjective elements underpinning customer evaluations, including personal backgrounds, emotional states, needs, and attitudes. As Yum & Kim (2024) caution, overlooking these internal dimensions can result in superficial or unstable satisfaction levels, which in turn may diminish profitability, weaken perceived service quality, and reduce customers' intentions to revisit. Given these considerations, the relationship between these variables is formally articulated in this study as Hypothesis 9.

H9: Customer satisfaction affects revisit intention.

Lin (2024) conceptualizes revisit intention as the likelihood or willingness of customers to return to a particular service provider or destination following an initial experience. This intention reflects a deliberate, forward-looking decision shaped by customers' satisfaction levels, trust, and accumulated experiences, particularly when these experiences meet or exceed prior expectations (Fernández-López et al., 2025). Within the hotel industry, revisit intention specifically denotes a guest's propensity to return to the same hotel based on their evaluation of service quality during an earlier stay. The significance of revisit intention is well established in hospitality literature.

Monteiro et al. (2023) and Nazarian et al. (2023) argue that repeat guests are generally more profitable than first-time visitors, underscoring the strategic value of customer retention for maintaining stable revenue streams. Critical perspectives further note that revisit intention is shaped by a combination of cognitive and affective evaluations, including satisfaction, perceived service quality, amenity offerings, and the holistic stay experience. As such, understanding revisit intention requires moving beyond transactional metrics to recognize the complex, subjective factors that influence customers' long-term behavioral commitments in competitive hospitality environments.

A substantial body of research identifies customer satisfaction as a central determinant of revisit intention, consistently demonstrating its strong predictive power across service contexts (Dwivedi et al., 2024; Seow et al., 2024). Yet, emerging scholarship cautions against overly reductive interpretations of revisit behavior. Studies increasingly highlight a wider range of determinants, including trust, safety, service facilities, staff performance, perceived service quality, value perceptions, environmental attributes, responsiveness, cultural factors, and local ways of life that collectively shape customers' decisions to return (Nguyen Huu et al., 2024).

This broader perspective underscores the complexity of repeat visitation, which involves multiple stages of evaluation spanning pre-stay expectations, on-site experiences, and post-stay reflections (Amoako et al., 2023). Within this multidimensional framework, Darabseh et al. (2024) emphasize the pivotal influence of personalized service, brand loyalty, and positive emotional experiences, arguing that these factors interact with satisfaction to reinforce long-term customer commitment. Critically, this suggests that revisit intention cannot be understood merely as an outcome of functional service quality, but rather as an affective and relational construct shaped by cumulative and emotionally salient encounters. Hotels that strategically manage these interrelated factors are therefore more likely to cultivate repeat patronage and secure sustained competitive advantage (Seow et al., 2024).

In line with this reasoning, these relationships are articulated in the present study as Hypotheses 10 through 13.

H10: Customer experience affects revisit intention through service quality, and customer satisfaction

H11: Customer experience affects revisit intention through customer satisfaction

H12: Experience-centric service affects revisit intention through service quality and customer satisfaction

H13: Experience-centric service affects revisit intention through customer satisfaction

Additionally, previous research consistently shows that customer experience influences both customer satisfaction and revisit intention. Belkaid & Kummitha (2025) found that in Moroccan destinations, repeat visitation depends more on overall satisfaction than on loyalty, with satisfaction mediating the link between customer experience and destination competitiveness. Their findings highlight the importance of a customer-centric approach and strategic investment in service quality. Similarly, Kokkhangplu & Auemsuvarn (2024) contributed to the theoretical understanding of customer experience in boutique hotels, offering practical insights for management and staff. Maldonado-López et al. (2025) emphasized that satisfaction and perceived authenticity of cultural events, such as the Smuggling Festival, significantly influence revisit intentions, showing that creative experiences enhance repeat visits through perceived satisfaction. Seow et al. (2024) further demonstrated that social and emotional value, as well as rewards, affect satisfaction and travel experience, with unique experiences driving revisit intention and e-word-of-mouth mediating the relationship. Collectively, these studies underscore the critical role of customer experience and satisfaction in shaping tourists' intentions to return. In the conceptual framework (Figure 1), the components of customer experience, experience-centric service, service quality, customer satisfaction, and revisit intention, will be investigated.

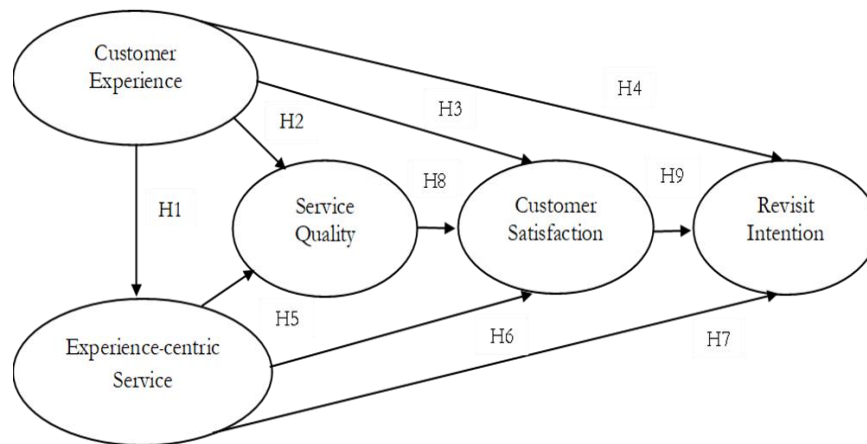


Figure 1. Conceptual Framework

MATERIALS AND METHODS

This study employed a quantitative approach, surveying 400 Thai and international hotel guests who stayed at least once in the last three years (2023-2025) within the Nakhon-Chai-Bu-Rin Provincial Cluster, Thailand. Following Churchill’s (1979) scale development process, reliability and validity tests were conducted through five stages: (1) item generation based on literature review covering customer experience, experience-centric service, service quality, customer satisfaction, and revisit intention; (2) content validation by three experts to ensure clarity and alignment with defined constructs; (3) data collection via an online questionnaire distributed through Google Forms; (4) exploratory factor analysis (EFA) for scale purification and reliability assessment; and (5) confirmatory factor analysis (CFA) to test hypothesized structural relationships. Descriptive and inferential statistics, including structural equation modeling for path analysis, were employed. Purposive sampling was used, achieving a 100% response rate. Sample size was determined using a formula for unknown population proportions (Nanjundeswaraswamy & Divakara, 2021).

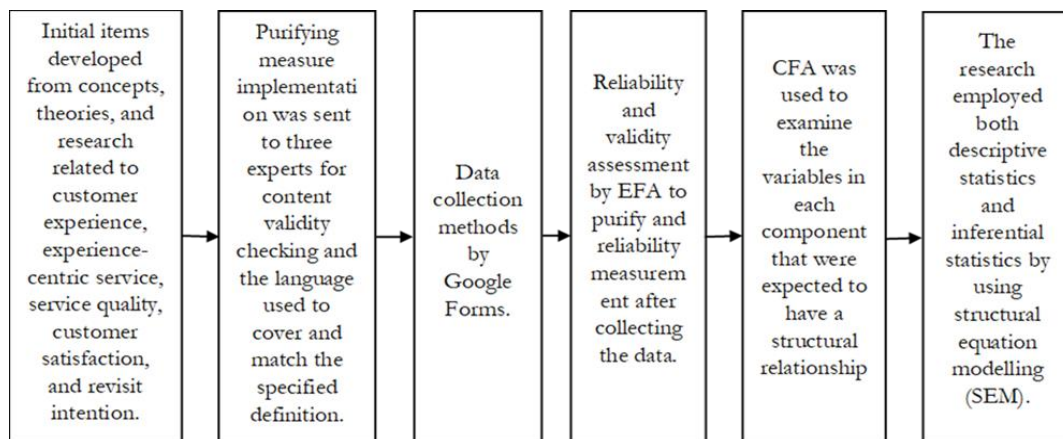


Figure 2. Research methodology flow chart

CFA initially examined 85 items related to the study variables, and after reviewing standardized residual covariances and modification indices, 18 items were removed. The research design flowchart is presented in Figure 2. After measurement, the number of paths was taken to enhance the validity of the collected data. The fit indices were tested for SEM and found that $X^2/Df = 2.249$, $GFI = 1.000$, $CFI = 0.936$, $NFI = 0.892$, $TLI = 0.923$, $RFI = 0.869$, $RMSEA = 0.056$, and $RMR = 0.014$, all of them are passed the criteria (Deng et al., 2018; McQuitty, 2017). The researcher, therefore, summarized the final 67 variables that are customer experience (CE), experience-centric service (ECS), service quality (SQ), customer satisfaction (CS), and revisit intention (RI), which were indeed derived from several published papers as shown in Table 1.

Table 1. Summary of Final Variables

Variables	Items	References
Customer experience (CE)		
CE in physical setting (PS)	CE1 The hotel is decorated with quality amenities.	Agapito & Sigala (2024), Andrade-Cunha et al. (2025), Arkadan et al. (2024),
	CE2 The hotel's equipment and amenities are uniquely designed.	
	CE3 The surrounding area of the hotel reflects the differences and beauty.	
CE in service quality (QL)	CE4 The service is accurate and appropriate.	
	CE5 Service is fast.	
CE in service	CE6 You are satisfied with the quality of the service and will come back to use the service again.	
	CE7 Employees have professional service skills.	

personnel (SS)	CE8 Employees provide accurate information.	Baquero (2025), Lee (2023), Masa'deh et al. (2025), Monferrer Tirado et al. (2024), Ozler Efe et al. (2025), Veloso & Gomez-Suarez (2023)
	CE9 Employees provide efficient service.	
CE in terms of price (PR)	CE10 The prices of the hotel's products and services are reasonable value.	
	CE11 The prices of the hotel's products and services are as you expected.	
CE in communication (CM)	CE12 The hotel provides services exactly as described.	
	CE13 Employees understand your needs correctly.	
CE in the service process (SP)	CE14 Employees provide service with appropriate gestures.	
	CE15 You receive convenience from using the hotel service.	
	CE16 You receive a simple service.	
	CE17 You are confident in the hotel professionalism.	
Experience-centric Service (ECS)		
Services that affect the senses (RS)	ECS21 You receive care and enthusiasm in the services.	Andrade-Cunha et al. (2025), Lee (2023), Li et al. (2023), Masa'deh et al. (2025), Ozler Efe et al. (2025), Park et al. (2025), Ponsignon (2023), Reitsamer & Becker (2024), Sheth et al. (2023)
	ECS22 You feel honored in the service.	
	ECS23 You always feel warm when using the hotel's services.	
Customer participation (CP)	ECS24 The service staff recommend other hotel services to you.	
	ECS25 You have participated in various special activities of the hotel.	
Emotional aspect (EM)	ECS26 The staff talk about the origins and importance of various parts of the hotel.	
	ECS28 The hotel's services excite you.	
	ECS29 You are happy to use the hotel's services.	
Service design for customer image (SD)	ECS30 You will feel disappointed and sad when the service does not meet your needs.	
	ECS31 The hotel's service area is spacious, making you comfortable.	
	ECS32 The hotel's service areas allow you to sit, stand or walk with ease.	
Service system (ST)	ECS33 The hotel's amenities make you feel luxurious and classy.	
	ECS36 The service is complete and without errors.	
	ECS37 The staff understands the standards and quality of the hotel.	
	ECS38 Service is fast.	
Service Quality (SQ)		
Tangible (TG)	SQ40 The hotel is safe.	Asgeirsson et al. (2024), Garcia et al. (2025), Iyengar (2025), Kim et al. (2025), Liu et al. (2025), Olawuyi & Kleynhans (2025), Perdomo-Verdecia et al. (2024), Tran et al. (2025), Ülki (2025)
	SQ41 Hotel staff dress properly.	
	SQ42 The hotel has clear signs giving directions to different parts of the hotel.	
	SQ43 The hotel offers a variety of services.	
	SQ45 Contacting the service has many channels, making it convenient.	
Reliability (RL)	SQ47 Employees have good skills in solving problems.	
	SQ49 Employees can provide services on time.	
Responsiveness (RP)	SQ50 Service is standardised and accurate.	
	SQ53 Registration (Check-in/out) is done quickly.	
	SQ54 The number of staff is sufficient to meet the needs of guests.	
Assurance (AS)	SQ55 Staff are ready and willing to provide service.	
	SQ57 You feel safe when staying in the hotel.	
	SQ58 The hotel has a good security system.	
Empathy (EP)	SQ59 Reporting of service costs is accurate.	
	SQ63. Employees care about guests and provide equal service without discrimination.	
	SQ64. The hotel has your information and can provide immediate service.	
	SQ65. The service is consistent.	
Customer Satisfaction (CS)		
CS with the service location (SL)	CS66 The hotel is easily accessible and comfortable.	Ali & Shabn (2024), Dwivedi et al. (2024), Elgarhy & Alharethi (2025), Lepistö et al. (2024), Oliveira-Cardoso et al. (2025), Siddiqi et al. (2024), Suchánek & Činčalová (2024), Tran et al. (2025), Yum & Kim (2024), Zhang et al. (2024)
	CS67 The hotel environment is beautiful.	
	CS68 The area around the hotel is clean.	
CS with service atmosphere (SA)	CS70 Amenities are sufficient for use.	
	CS71 The service areas in the hotel are comfortable.	
CS with service staff (SF)	CS72 The service atmosphere gives a feeling of friendliness.	
	CS73 The staff is knowledgeable about the hotel's products and services.	
	CS74 Employees have professional service skills.	
CS with receiving information (DA)	CS75 Employees can remember guest information.	
	CS76 Service information is accurate.	
	CS77 The service steps are easy to understand.	
CS with service process (PC)	CS78 Problem resolution is fast.	
	CS79 The service is simple.	
	CS80 The service is flexible.	
Revisit Intention (RI)		
Revisit Intention (RI)	RI81 You have experienced good service and intend to come back to use the service again.	Amoako et al. (2023), Belkaid & Kummitha (2025), Darabseh et al. (2024), Dwivedi et al. (2024), Fernández-López et al. (2025), Lin (2024), Monteiro et al. (2023), Nazarian et al. (2023), Nguyen Huu et al. (2024), Seow et al. (2024)
	RI82 The service quality makes you intend to come back to use the service again.	
	RI83 Safety makes you intend to come back to use the service again.	
	RI84 The value you receive makes you intend to come back to use our services again.	

RESULTS AND DISCUSSION

Analysis of the demographic data from 400 respondents revealed that the majority were male (n = 258, 64.5%) and Thai nationals (n = 283, 70.8%). Most participants were aged between 30 and 39 years (n = 172, 43.0%) and married (n = 234, 58.5%). The largest proportion held a bachelor’s degree as their highest educational attainment (n = 172, 43.0%) and were employed as civil servants or state enterprise employees (n = 175, 43.7%). The average monthly income for most respondents ranged from 758 to 1,061 USD (n = 167, 41.7%). Additionally, a significant portion of participants preferred staying in medium-sized hotels (n = 163, 40.7%). A summary of respondent characteristics is presented in Figure 3.

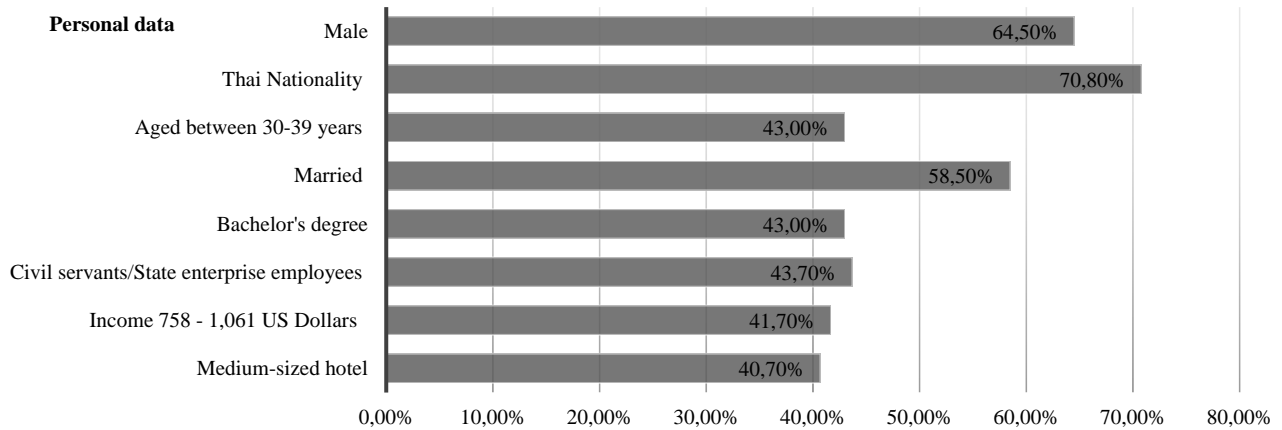


Figure 3. The summary of the respondent's data

Analysis of travel behavior and hotel service usage among the 400 respondents indicated that the majority traveled for conference and seminar purposes (n = 182, 45.3%). Most respondents stayed between two to four nights (n = 204, 51.0%) and spent an average of 61–91 USD per stay (n = 123, 30.8%). Half of the participants (n = 203, 50.6%) visited the area two to three times annually, with 33.3% (n = 133) traveling alone.

The primary reason for hotel selection was location (n = 153, 38.3%), and the most common method for searching and booking hotels was through online travel agents (n = 92, 23.0%). Within the Nakhon-Chai-Bu-Rin Provincial Cluster, Nakhon Ratchasima province attracted the most visitors (n = 166, 41.5%). The majority of respondents traveled by private car (n = 149, 37.3%), and the most frequent hotel stays occurred on holidays (Friday to Sunday; n = 138, 34.5%). A summary of respondents’ travel behavior and hotel usage is presented in Figure 4.

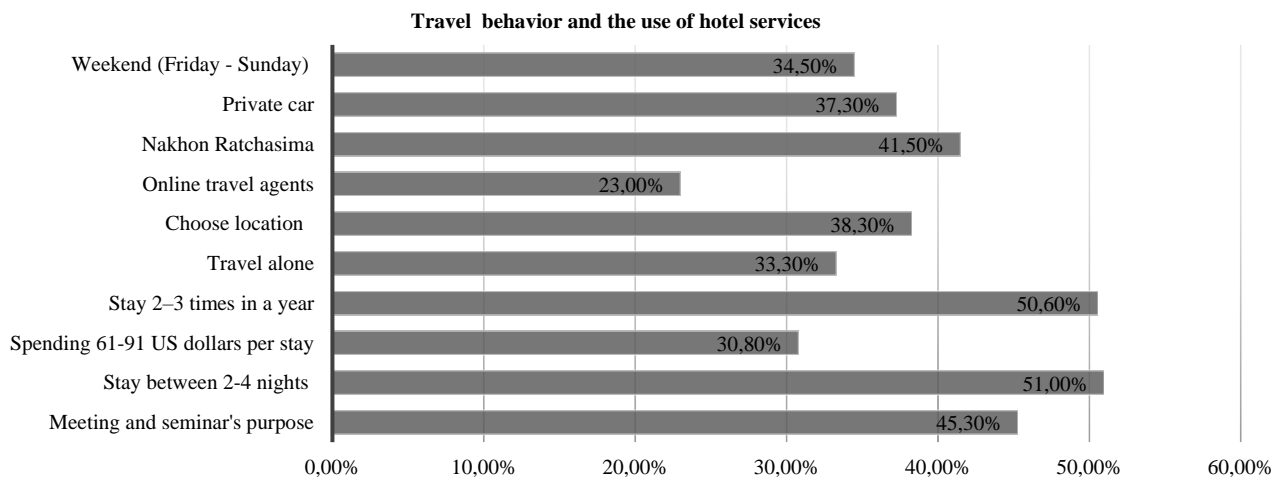


Figure 4. The summary of travel behavior and the use of hotel services of respondents

This research used the standard suggested by Fornell & Larcker (1981), where the correlation of each construct or the estimated correlation coefficient of the latent construct will be parallel to the square root of the AVE of the latent construct. Therefore, the estimated correlation between the five constructs should be lower than the square root of the AVE to determine convergent validity (Sarstedt et al., 2022).

Table 2 show reliability and convergent validity assessment for measurement model and the relationships among the five constructs were shown with positive correlation coefficients ranging from 0.936 (ECS and RI) to 0.968 (CE and ECS), indicating moderate to high relationships among the square root constructs of the AVE of CE (0.939), ECS (0.947), SQ (0.972), CS (0.949), and RI (0.838) higher than the correlation coefficient estimates (off-diagonal) of the constructs, indicating that the convergent validity for this measurement model and the five constructs is acceptable. Table 2 shows the reliability and convergent validity assessment for a measurement model.

Table 2. Reliability and convergent validity assessment for measurement model

	CR	AVE	MSV	MaxR(H)	CE	ECS	SQ	CS	RI
CE	0.978	0.882	0.936	1.000	0.939				
ECS	0.978	0.897	0.950	0.983	0.968***	0.947			
SQ	0.988	0.944	0.943	0.994	0.958***	0.960***	0.972		
CS	0.979	0.901	0.953	0.990	0.957***	0.974***	0.971***	0.949	
RI	0.904	0.702	0.953	0.905	0.939***	0.936***	0.954***	0.976***	0.838

The structural equation modelling analysis used the probability method to examine the research hypothesis through the AMOS v.22 programme. This structural equation model comprises of 1) customer experience (CE), consists of 6 first-order structures; CE in physical setting (PS) (3 indicators), CE in service quality (QL) (3 indicators), CE in service personnel (SS) (3 indicators), CE in terms of price (PR) (2 indicators), CE in communication (CM) (3 indicators), and CE in the service process (SP) (3 indicators). 2) experience-centric service (ECS), consists of 5 first-order structures; services that affect the senses (RS) (3 indicators), customer participation (CP) (3 indicators), emotional aspect (EM) (3 indicators), service design for customer image (SD) (3 indicators), and service system (ST) (3 indicators). 3) service quality (SQ), consists of 5 first-order structures: tangibility (TG) (3 indicators), reliability (RL) (3 indicators), responsiveness (RP) (3 indicators), assurance (AS) (3 indicators), and empathy (EP) (3 indicators). 4) customer satisfaction (CS) consists of 5 first-order constructs; CS with the service location (SL) (3 indicators), CS with service atmosphere (SA) (3 indicators), CS with service staff (SF) (3 indicators), CS with receiving information (DA) (3 indicators), and CS with the service process (PC) (2 indicators), and 5) revisit intention (RI) (4 indicators). Figure 5 presents a model of the research hypothesis. The fit index values in the model testing consist of: $X^2/Df = 2.249$, $GFI = 1.000$, $CFI = 0.936$, $NFI = 0.892$, $TLI = 0.923$, $RFI = 0.869$, $RMSEA = 0.056$, and $RMR = 0.014$. All of which is considered to have passed the criteria.

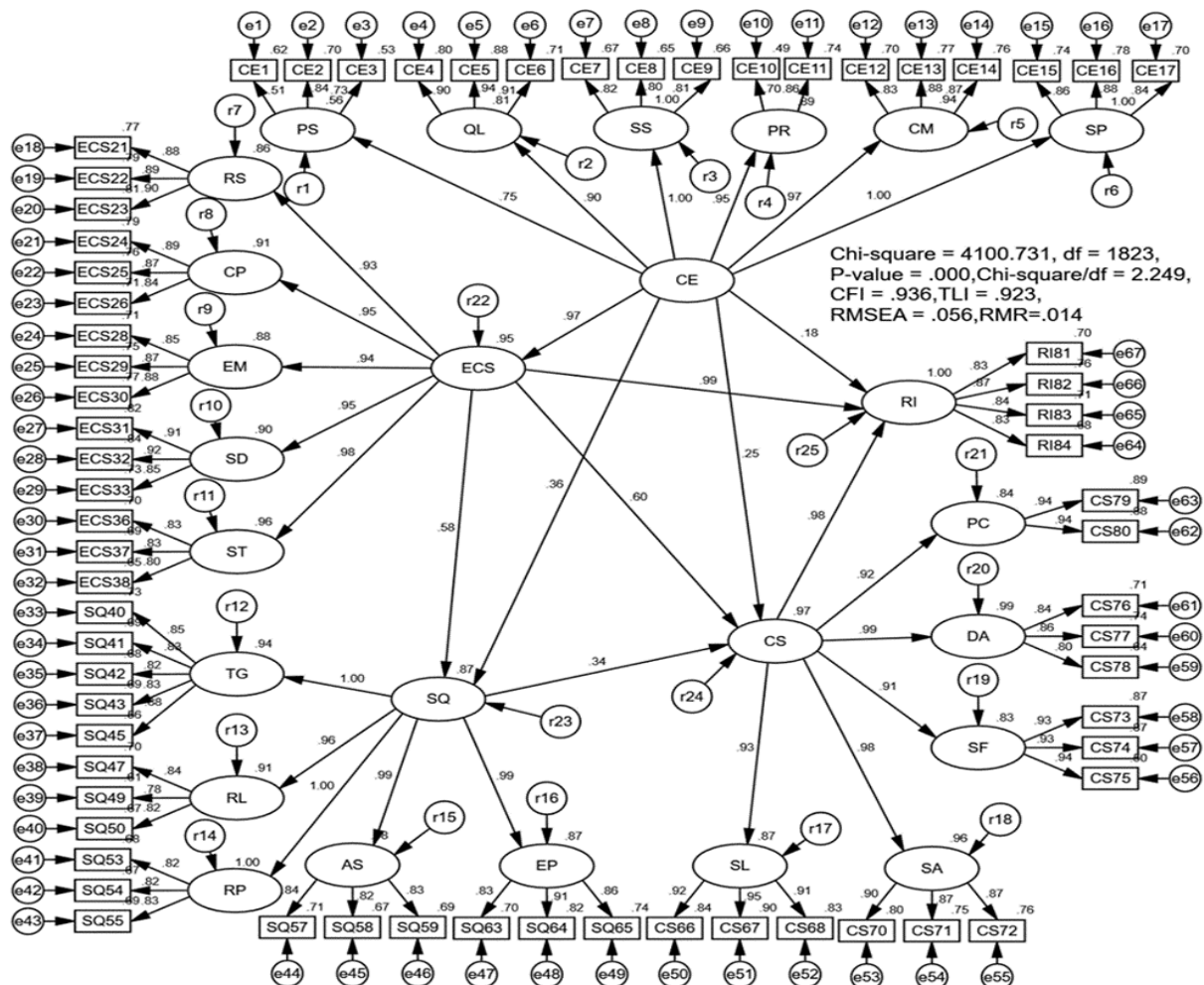


Figure 5. The Structural Model of the Study

Following the measurement model assessment, the construct demonstrated acceptable goodness-of-fit. A total of 67 indicators were loaded onto their respective constructs and analyzed using confirmatory factor analysis (CFA) to estimate the overall fit indices of the measurement model. The hypotheses examined the relationships among customer experience (CE), experience-centric service (ECS), service quality (SQ), customer satisfaction (CS), and revisit intention (RI). Structural equation modeling (SEM) was employed to test the hypothesized model, and the path diagram

is presented in Figure 5. The hypotheses are summarized as follows: H1 customer experience has a significant direct effect on experience-centric service; H2 customer experience has a significant direct effect on service quality; H3 customer experience has a significant direct effect on customer satisfaction; H4 customer experience has a direct effect on revisit intention; H5 experience-centric service has a significant direct effect on service quality; H6 experience-centric service has a significant direct effect on customer satisfaction; H7 experience-centric service impacts revisit intention; H8 service quality directly affects customer satisfaction; and H9 customer satisfaction directly affects revisit intention. Additionally, H10 posits that customer experience affects revisit intention through service quality and customer satisfaction; H11 suggests customer experience affects revisit intention through customer satisfaction; H12 proposes experience-centric service affects revisit intention through service quality and customer satisfaction; and H13 asserts experience-centric service affects revisit intention through customer satisfaction.

The model presents the path estimates with a factor loading of 0.97 for Hypothesis 1 (H1), indicating that customer experience (CE) has a significant direct effect on experience-centric service (ECS). Hypothesis 2 (H2) shows a factor loading of 0.36, demonstrating that CE directly influences service quality (SQ). For Hypothesis 3 (H3), the factor loading is 0.25, reflecting a significant direct effect of CE on customer satisfaction (CS). Similarly, Hypothesis 4 (H4) has a factor loading of 0.18, indicating that CE directly affects revisit intention (RI). All hypotheses from H1 to H4 are supported and align with the findings of Agapito & Sigala (2024), Andrade-Cunha et al. (2025), Arkadan et al. (2024), Baquero (2025), Lee (2023), Masa'deh et al. (2025), Monferrer Tirado et al. (2024), Ozler Efe et al. (2025), and Veloso & Gomez-Suarez (2023).

Furthermore, the factor loading for Hypothesis 5 (H5) was 0.58, indicating that experience-centric service (ECS) has a significant direct effect on service quality (SQ). Hypothesis 6 (H6) predicted that ECS impacts customer satisfaction (CS), with a factor loading of 0.60, demonstrating a significant direct effect. For Hypothesis 7 (H7), the factor loading was 0.99, indicating a strong direct effect of ECS on revisit intention (RI). Accordingly, Hypotheses 5 through 7 are supported by the analysis and are consistent with findings reported by Lee (2023), Li et al. (2023), Ozler Efe et al. (2025), Park et al. (2025), Reitsamer & Becker (2024), Sheth et al. (2023), and Ülkü (2025). Likewise, a factor loading of H8 presented at a weight of 0.34, indicating that service quality (SQ) directly affects customer satisfaction (CS).

While H9 shows a factor loading at a weight of 0.96, indicating that customer satisfaction (CS) directly affects revisit intention (RI) significantly. Based on the analysis, Hypotheses 8 and 9 were supported, aligning with the findings of Ali & Shabn (2024), Asgeirsson et al. (2024), Dwivedi et al. (2024), Garcia et al. (2025), Iyengar (2025), Kim et al. (2025), Lepistö et al. (2024), Liu et al. (2025), Olawuyi & Kleynhans (2025), Perdomo-Verdecia et al. (2024), Siddiqi et al. (2024), Suchánek & Činčalová (2024), Tran et al. (2025), Yum & Kim (2024), and Zhang et al. (2024).

Furthermore, Hypotheses 10 through 13 were also supported, with factor loadings of 0.14, 0.21, 0.15, and 0.23, respectively, consistent with prior research by Amoako et al. (2023), Darabseh et al. (2024), Lin (2024), Monteiro et al. (2023), Nazarian et al. (2023), Nguyen Huu et al. (2024), and Seow et al. (2024).

DISCUSSION

The findings from the study of guidelines for creating customer service experience for hotel business: A case in Nakhon-Chai-Bu-Rin Provincial Cluster, Thailand. It can be discussed as follows:

Customer experience can be understood as a multidimensional construct encompassing six interrelated dimensions: (1) the physical environment, which includes the quality of facilities, the distinctiveness of design elements, and the overall aesthetic appeal; (2) service quality, characterized by accuracy, promptness, and the capacity to generate satisfaction and encourage repeat usage; (3) service personnel, whose professional competencies, provision of reliable information, and efficiency in service execution directly influence experiential evaluations; (4) pricing, reflecting customers' perceptions of value and congruence with their expectations; (5) communication, involving transparency, staff sensitivity to customer needs, and appropriate interpersonal conduct; and (6) service processes, which relate to convenience, procedural clarity, and confidence in the provider's professionalism. Collectively, these dimensions suggest that customer experience is shaped through a complex interplay of functional, emotional, and relational factors rather than through discrete service attributes alone.

This interpretation aligns with Lee (2023), Masa'deh et al. (2025), and Ozler Efe et al. (2025), who view customer experience as a holistic, psychologically grounded construct shaped by emotional responses, cognitive appraisals, sensory inputs, and imaginative engagement. Their work emphasizes the dynamic nature of experience formation, highlighting the influence of memory, emotional complexity, and behavioral intentions, challenging reductionist approaches that overlook customers' integrative meaning-making. Accordingly, measuring customer experience requires a comprehensive approach that captures interactions across pre-service, service, and post-service stages.

Metrics focused solely on service encounters risk neglecting anticipatory expectations and retrospective interpretations that shape satisfaction and loyalty. In the hotel context, this necessitates an integrated experiential design that aligns all touchpoints from initial contact to post-stay engagement. While elements such as the physical environment, service quality, staff performance, pricing, communication, and service processes are central, their effectiveness depends on their coherent orchestration to create a seamless and emotionally resonant customer journey.

Experience-centric service can be conceptualized as a multidimensional framework comprising five core dimensions. First, sensory aspects involve the creation of attentive and enthusiastic service encounters that make customers feel valued, honored, and warmly welcomed. Second, customer participation reflects the degree to which guests are actively engaged through the introduction of additional services, involvement in special activities, and communication of the hotel's heritage and cultural significance. Third, emotional aspects encompass the spectrum of affective responses such as excitement,

happiness, or disappointment that arise when service delivery meets or fails to meet expectations. Fourth, service design for customer image highlights how spatial layouts, ambience, and facility aesthetics shape guests' perceptions of comfort, elegance, and luxury. Finally, service system aspects concern the reliability of operational structures, adherence to standards, staff awareness of quality requirements, and timely service execution.

These dimensions align with Lee (2023) and Li et al. (2023), who support that experiential service and effective service tools directly influence customer loyalty. Similarly, studies by Andrade-Cunha et al. (2025), Masa'deh et al. (2025), and Park et al. (2025) highlight the multifaceted nature of luxury hotel experiences, shaped by service quality, room features, atmosphere, facilities, food, location, and the broader environment. Collectively, the literature indicates that experience-centric service extends beyond functional performance to encompass emotional resonance, symbolic meaning, and co-created value. Designing such experience-centric service, therefore, requires integrating the customer journey and its touchpoints, enhancing sensory engagement, strengthening staff interaction, improving customer management, and coordinating frontline and support functions. Applying customer experience principles, especially at key moments like the front-desk encounter, helps create emotionally meaningful experiences that foster long-term guest loyalty.

Service quality can be understood as a multidimensional construct encompassing five key dimensions. First, tangibles refer to the physical cues and material elements of service delivery, including hotel safety, professional staff attire, clear signage, a diverse range of service offerings, and multiple accessible communication channels. Second, reliability reflects the hotel's ability to perform services dependably and accurately, demonstrated through staff competence in resolving issues, delivering services on time, and maintaining standardized procedures. Third, responsiveness concerns the willingness and ability of staff to provide prompt assistance, supported by efficient registration processes and adequate staffing levels. Fourth, assurance involves the sense of safety and trust conveyed to guests through effective security measures, transparent procedures, and accurate billing systems. Fifth, empathy captures the extent to which staff offer personalized, attentive, and nondiscriminatory service, including effective management of guest information and consistent interpersonal interactions.

These dimensions align with findings by Asgerirsson et al. (2024) and Garcia et al. (2025), who emphasize the role of tangible attributes, reputation, and performance in shaping service perceptions. Customer engagement captured through identification, enthusiasm, empathy, absorption, and interaction further highlights the relational nature of service encounters. Likewise, Kim et al. (2025) and Perdomo-Verdecia et al. (2024) extend hotel service quality to include leisure activities, environmental factors, service processes, and food quality, demonstrating the broad range of attributes influencing guest evaluations. Collectively, the finding underscores that service quality is central to customer experience and experience-centric design. It not only reflects how well service delivery meets expectations but also contributes to the emotional, operational, and reputational foundations crucial for hotel success. Consistent, efficient, and empathetic service provision is therefore vital for maintaining competitive advantage and fostering customer loyalty.

Customer satisfaction can be conceptualized as a multidimensional construct comprising five key dimensions. First, satisfaction with the service location reflects guests' evaluations of hotel accessibility, convenience, aesthetic appeal, and the cleanliness of the surrounding environment. Second, satisfaction with the service atmosphere encompasses the adequacy of facilities, the convenience of service spaces, and the overall friendliness and comfort conveyed by the hotel ambience. Third, satisfaction with service staff concerns employees' knowledge of hotel products and services, their professional competencies, and their ability to recognize and recall guest information, factors that contribute to personalized and trustworthy interactions. Fourth, satisfaction with information delivery pertains to the accuracy and clarity of service information, transparency of procedures, and staff effectiveness in resolving problems promptly. Finally, satisfaction with the service process involves the perceived simplicity, flexibility, and efficiency of service encounters.

These dimensions align with findings by Dwivedi et al. (2024) and Oliveira-Cardoso et al. (2025), who show that service quality and employee responsiveness significantly enhance customer satisfaction and relationship management. Similarly, Seow et al. (2024) and Zhang et al. (2024) highlight the roles of tangibility, reliability, responsiveness, and assurance, reinforcing that satisfaction stems from both functional performance and interpersonal interactions. Overall, the literature underscores that customer satisfaction is central to long-term hotel success, shaping brand identity, loyalty, and emotional connection. It extends beyond meeting basic needs to creating meaningful, memorable experiences. Enhancing satisfaction, therefore, requires focused attention to service location, atmosphere, staff competence, information delivery, and service processes to ensure a cohesive and positive guest experience.

Revisit intention is a multifaceted construct influenced by several interrelated factors, including quality service experiences, service quality, safety, and perceived customer value. This perspective is supported by Amoako et al. (2023), who demonstrated that customer experience significantly drives repurchase intentions. Similarly, Fernández-López et al. (2025) highlight that the strength of revisit intention is contingent upon the combined effects of customer experience, satisfaction, and service quality, positioning experience as a key mediating factor in this relationship. Darabseh et al. (2024) further emphasize the role of tangible and service-specific elements such as room quality, staff performance, food, and accessibility in shaping customers' intentions to return. In addition, Monteiro et al. (2023) identify organizational customer engagement alongside customer experience as critical determinants of revisit intention, while Nazarian et al. (2023) underscore the influence of customer loyalty and marketing strategies on repeat patronage. Taken together, these findings indicate that revisit intention extends beyond the mere probability of a guest's return, serving as a predictive indicator of loyalty, perceived service quality, and long-term business sustainability. It reflects the depth of emotional, experiential, and value-based connections established between guests and the hotel. Consequently, experience-centric service, service quality, customer satisfaction, and broader customer experience

management emerge as fundamental determinants of revisit intention, highlighting the need for an integrated and strategically coordinated approach to cultivating repeat patronage.

Building on prior research by Lee (2023), Li et al. (2023), and Veloso & Gomez-Suarez (2023), this study extends the application of the customer experience concept to diverse regional and cultural contexts. This extension is particularly pertinent given the evolving patterns of customer behavior and the influence of local and national factors on service perceptions. Variables such as living arrangements, cultural norms, attitudes, and individual preferences can significantly shape customer experiences in context-specific ways. Drawing on an investigation of service experience guidelines in hotels within the Nakhon-Chai-Bu-Rin Provincial Cluster, Thailand, and supported by hypothesis testing, the findings indicate that customer experience, experience-centric service, service quality, and customer satisfaction collectively influence revisit intention through both direct and indirect pathways. These results reinforce the need to apply the customer experience framework as a strategic guideline for service design, prioritizing the creation of positive experiences across all dimensions of hotel services. Effective service delivery requires not only high-quality front-line interactions but also the seamless integration of back-end operations, ensuring that all service components contribute holistically to customer satisfaction and the cultivation of long-term loyalty.

CONCLUSION

Analysis of personal data from 400 respondents indicated that the largest demographic group consisted of male Thai nationals aged 30–39 years. Most respondents were married, held a bachelor's degree, were employed as civil servants or state enterprise employees, and reported a monthly income between 758 and 1,061 US dollars. Medium-sized hotels were the preferred accommodation type. In terms of travel behavior, the majority traveled for conferences and seminars, with an average stay of 2-4 nights and expenditures ranging from 61 to 91 US dollars per visit. Most guests traveled 2-3 times annually and tended to travel alone. Location emerged as the primary criterion for hotel selection, with online platforms commonly used for information search and booking. Within the Nakhon-Chai-Bu-Rin Provincial Cluster, Nakhon Ratchasima province attracted the highest number of visitors, who predominantly traveled by private car and stayed over weekends. These findings offer preliminary yet actionable insights for hotel operators, highlighting the importance of tailoring services and marketing strategies to the observed demographic and behavioral patterns.

To implement the customer experience concept and foster experience-centric hotel services, six interrelated factors must be prioritized within each hotel's context and resources. First, the physical aspect involves maintaining and enhancing facilities and amenities through short- and long-term plans to shape guest perceptions. Second, service quality requires ongoing staff training to ensure accurate, timely, and reliable service. Third, service personnel are critical assets; investing in their professional development and accurate information delivery enhances efficiency and satisfaction. Fourth, pricing strategies should reflect perceived value and align with customer expectations. Fifth, effective communication ensures services are delivered as advertised, with staff understanding and responding appropriately to guest needs. Finally, the service process must be convenient, simple, professional, and adaptable while maintaining quality standards. Together, these factors provide a holistic framework integrating physical, operational, and relational dimensions to enhance guest satisfaction and loyalty.

Integrating experience-centric service concepts streamlines hotel operations through five key dimensions. Sensory service engages guests' sight, sound, taste, smell, and touch, with attentive interactions and techniques like storytelling fostering emotional connection. Customer participation encourages active engagement in hotel activities, co-creating value and enriching experiences. The emotional dimension elicits positive responses such as excitement and satisfaction while minimizing negative feelings. Service design for customer image creates spacious, comfortable, and aesthetically refined areas that convey luxury and exclusivity. Finally, the service system ensures consistent, accurate, and efficient service delivery through trained staff adhering to quality standards. Together, these dimensions form a holistic framework that enhances guest engagement, satisfaction, loyalty, and operational effectiveness. The interrelated factors examined in this study highlight the need for a holistic approach to customer experience and experience-centric service in hotels, with service quality as a central principle. Service quality is multidimensional: tangibility covers physical elements such as safety, staff appearance, signage, and service variety; reliability ensures consistent, accurate, and timely service; responsiveness addresses staff attentiveness and efficient check-in/out processes; assurance builds trust through security measures, safety protocols, and transparent communication; and empathy emphasizes personalized, equitable service using comprehensive customer information. Together, these dimensions integrate physical, procedural, and relational aspects, supporting guest satisfaction, loyalty, and a consistently positive experience.

Customer satisfaction reflects the outcome of the service experience and indicates whether a hotel's offerings meet intended objectives. It is influenced by several interrelated factors. Service location involves accessibility, convenience, and a clean, well-maintained environment. Service atmosphere encompasses facilities, thoughtfully designed service areas, and a welcoming, stress-free environment. Staff competence includes employees' knowledge, professional skills, and ability to recall guest information, often enhanced through regular training to ensure efficient and high-quality service. Information delivery refers to clear, accurate procedures and prompt issue resolution, supported by well-informed staff. Together, these dimensions highlight that satisfaction arises from the coordinated integration of physical, relational, and procedural elements, creating a coherent and positive hotel experience.

Revisit intention is a critical objective for all types of businesses, as it significantly influences their future performance and long-term sustainability, particularly within the hotel industry, where individual customers play a vital role. In the current digital era, customers frequently share their service experiences on social media platforms instantaneously. While

this can provide valuable exposure, it also presents risks, as shared information may sometimes be inaccurate or misinterpreted. Negative customer experiences tend to spread rapidly through these channels, potentially causing substantial reputational harm to hotels. Conversely, positive service experiences are also disseminated, enhancing the hotel's image. Consequently, the key challenge for hotels lies in consistently creating and maintaining positive customer experiences throughout the entire customer journey, including pre-stay, stay, and post-stay phases, which requires effective coordination across all hotel departments. Essential factors contributing to revisit intention include the quality-of-service experience, overall service quality, perceived safety, and the value delivered to customers.

Additionally, this study supports the findings of Ozler Efe et al. (2025), who emphasized that the conceptualization and operationalization of customer experience require a comprehensive understanding of its components, antecedents, outcomes, and measurement approaches. This research specifically examined and applied these concepts within the context of Nakhon-Chai-Bu-Rin, taking into account local culture, living arrangements, and social norms. Therefore, the findings provide valuable insights for applying the customer experience concept in specific regional contexts, highlighting the importance of considering local factors as integral components in its implementation.

The research was conducted following a systematic and rigorous methodology, encompassing the identification of the target population and sample, the design and implementation of data collection procedures, the selection and application of appropriate research instruments, as well as the assessment of the validity and reliability of these instruments. Comprehensive data analysis techniques were employed to examine the relationships among the independent variables, customer experience, experience-centric service, and service quality, alongside customer satisfaction, in relation to the dependent variable, revisit intention. The implications of this study can be discussed across three interrelated dimensions: (1) Academic Implications: The findings from the relational analysis among customer experience, experience-centric service, service quality, customer satisfaction, and revisit intention provide valuable literature for future studies. Researchers and academics may utilize this study's methodology as a framework for related research and incorporate the results into curricula for higher education programs in hotel management; (2) Practical Implications: Given the intense competition within the hotel industry, differentiation and competitive advantage are essential strategies. As the core of hotel business success lies in its products and services, effective collaboration across all hotel departments is critical. The customer experience concept offers a means to create unique and distinctive service identities, which can lead to competitive differentiation.

Empirical evidence and existing literature support the importance of a holistic and integrated approach to designing customer experiences, emphasizing interactions before, during, and after service delivery. Frontline personnel play a vital role in embodying the hotel's values and intentions, as their professionalism and service skills significantly enhance customer impressions, surpassing the impact of physical facilities alone; and (3) Management and Policy Implications: Hotel managers can apply insights from the relationship analyses and demographic data to inform policy adjustments, marketing strategies, and service planning tailored to their specific context and business type. Such evidence-based decision-making fosters sustainable revenue generation and supports the development of service standards that distinguish the hotel from its competitors, ultimately influencing business performance positively.

Limitations of the Study and Future Research

This research has focused on the study of Nakhon-Chai-Bu-Rin Provincial Cluster, Thailand only. Thus, to obtain information that has a high contribution to the hotel business as a whole, the study should be extended to the other specific parts, such as culture, local norms, and specific perspectives to propose and enhance better guest experience guidelines globally, resulting hotel's profit and business sustainability. In addition, there may expand the study for the actual operations applying such as pricing strategies, digital touchpoints, or human resources policy.

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