



## Qualitative Insights Into Consumer Satisfaction Strategies at Padma Hotel Semarang: The Role of Facilities and Services

Ina Berliana<sup>1</sup>, Tuwuh Adhistyo Wijoyo<sup>2\*</sup>

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia

**Corresponding Author:** Tuwuh Adhistyo Wijoyo, [adhisty@stiepari.ac.id](mailto:adhisty@stiepari.ac.id)

---

### ARTICLE INFO

*Keywords: Consumer, Satisfaction, Hotel Facilities, Hotel Service*

*Received : 5 November*

*Revised : 23 December*

*Accepted : 23 January*

©2025 Berliana, Wijoyo: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/)



### ABSTRACT

This research aims to explore the strategies employed by Padma Hotel Semarang to enhance consumer satisfaction through its facilities and services, with a focus on identifying the key factors that contribute to a superior guest experience. Using a qualitative research approach, data was collected through semi-structured interviews with heads of department, including the Front Office Manager, Marketing Manager, and Food and Beverage Manager, as well as non-participant observations within the hotel's key operational areas. The study highlights the importance of high-quality facility management, personalized service delivery, integrated marketing strategies, and effective cross-departmental collaboration in shaping guest satisfaction. The findings reveal that Padma Hotel Semarang's commitment to maintaining excellent facilities, offering tailored services, utilizing customer feedback, and fostering collaboration across departments contributes significantly to a positive guest experience. This research provides valuable insights for hotel management professionals seeking to improve service quality and customer loyalty. The originality of this study lies in its focus on qualitative insights from department heads, offering a deeper understanding of the strategies behind consumer satisfaction in a luxury hotel setting

## **INTRODUCTION**

In the hospitality industry, consumer satisfaction is not just a goal but a critical factor that determines the long-term success of luxury hotels, which are expected to offer not only the finest in comfort and exclusivity but also the ability to adapt to the evolving desires of their guests. As the travel landscape shifts, guests are increasingly seeking more than just a place to stay – they want a holistic experience that engages both their physical needs and emotional desires (Baek, Choe, and Ok 2020). Facilities such as meticulously designed rooms, advanced technology, top-tier leisure amenities (like spas, pools, and fitness centers), and exceptional dining options create a strong foundation for the physical aspect of the guest experience (Buehring 2019). These tangible elements are essential in conveying a sense of luxury and making guests feel valued. However, it's the intangible aspects of service quality – personalized attention, attentive staff, anticipatory service, and the creation of a welcoming, comfortable atmosphere – that forge a deeper emotional connection, making guests feel truly special (Abdullah 2022). The interplay between these tangible and intangible elements is what sets luxury hotels apart; it's the seamless integration of state-of-the-art facilities with a service culture that prioritizes guest satisfaction on a personal level. This synergy is what enables luxury hotels to remain relevant, ensuring that their offerings not only meet but exceed guest expectations, creating lasting memories and fostering brand loyalty in a highly competitive market (Akbari et al. 2021). Ultimately, the ability to consistently deliver exceptional experiences that blend both physical comfort and emotional fulfillment positions luxury hotels to thrive in an industry driven by consumer desires for meaningful, memorable travel experiences.

Padma Hotel Semarang stands out as a leading example of a luxury hotel that exemplifies excellence in both facilities and service. Situated in a prime location in Central Java, the hotel is renowned for its sophisticated architecture, state-of-the-art amenities, and personalized services designed to cater to its diverse clientele. The combination of these features has made Padma Hotel Semarang a preferred choice for business travelers, tourists, and event organizers. The hotel's reputation for delivering exceptional experiences underscores the importance of strategically utilizing facilities and services to enhance customer satisfaction and loyalty.

As the hospitality landscape evolves, the expectations of modern travelers are no longer limited to traditional notions of comfort and convenience but now encompass a desire for unique, personalized, and meaningful experiences that resonate with their individual preferences and values (Bharti and Sharma 2023). Today's guests are seeking more than just a place to stay; they are looking for immersive experiences that reflect their lifestyle choices, environmental consciousness, and a sense of belonging (Rahimi 2022). In response, luxury hotels like Padma Hotel Semarang have recognized the need to continuously innovate and refine their offerings to stay ahead of the competition in an increasingly saturated market. This includes not only maintaining high standards of physical amenities, such as well-designed rooms, state-of-the-art facilities, and exceptional dining experiences, but also enhancing service delivery through

personalized attention, proactive guest engagement, and integration of technology that anticipates and exceeds guest needs. Additionally, luxury hotels must adapt to emerging trends such as sustainability, local cultural integration, and wellness, all of which are crucial to meeting the demands of modern travelers (Anferova 2020). By embracing these evolving expectations, Padma Hotel Semarang has positioned itself as a forward-thinking brand that offers more than just luxury—it offers experiences that are tailor-made to each guest's desires. Understanding the strategies behind this adaptation is key for other luxury hotels looking to maintain their relevance and appeal in a highly competitive industry, ensuring they not only meet but exceed guest expectations, fostering loyalty and long-term success (Koo 2020).

Through a focused exploration of Padma Hotel Semarang's strategies, this study sheds light on the pivotal role of facilities and services in delivering exceptional guest experiences. By examining the practices that contribute to consumer satisfaction, this research highlights the importance of aligning operational excellence with guest expectations. The findings are expected to provide actionable insights for hospitality businesses aiming to elevate their service standards and enhance customer loyalty. Ultimately, this study contributes to a deeper understanding of how facilities and services are leveraged to achieve customer satisfaction in the luxury hotel sector.

In the highly competitive luxury hospitality industry, achieving and maintaining customer satisfaction requires a strategic focus on delivering exceptional facilities and services. While Padma Hotel Semarang is recognized for its premium offerings and outstanding reputation, the dynamic nature of guest preferences presents an ongoing challenge. Modern travelers demand more than just luxurious amenities—they seek personalized, seamless experiences that cater to their specific needs and desires. This underscores the importance of understanding how facilities and services are optimized to meet and exceed customer expectations. However, there remains a limited understanding of the specific strategies employed by luxury hotels like Padma Hotel Semarang to enhance satisfaction in this evolving landscape. To bridge this gap, this study seeks to explore the core question: *How are facilities and services strategically utilized by Padma Hotel Semarang to enhance consumer satisfaction?* By addressing this question, the research aims to uncover the critical practices and decisions that contribute to creating memorable guest experiences, offering insights not only for the hotel itself but also for the broader hospitality industry.

## LITERATURE REVIEW

### *1. The Role of Facilities in Enhancing Consumer Satisfaction*

Facilities serve as the tangible foundation of a guest's experience in the hospitality industry, directly influencing perceptions of comfort, luxury, and value (Abrudan 2020). High-quality facilities, including modern guest rooms, well-maintained recreational areas, and premium dining options, are critical in creating a positive impression and meeting customer expectations. The physical environment in which service delivery occurs significantly affects customer behavior, satisfaction, and loyalty (Acampora 2022). Luxury hotels, such as Padma Hotel Semarang, often invest heavily in facilities that align with their brand image and market positioning. Beyond functionality, the aesthetic appeal and ambiance of the facilities play a vital role in delivering memorable experiences. For instance, the integration of local cultural elements into the design and décor can enhance the authenticity of the stay, offering guests a deeper connection to the destination (Anastasiadou 2022). Furthermore, facilities must be continuously updated to remain competitive in a rapidly evolving market, as aging or outdated amenities can quickly lead to dissatisfaction (Khadafi, Hanny, and Anugrah 2022). Understanding the strategic management and optimization of facilities is therefore essential for luxury hotels aiming to exceed customer expectations and secure long-term loyalty (Wijoyo 2023).

### *2. Service Quality as a Pillar of Customer Satisfaction*

Service quality is an intangible yet critical aspect of customer satisfaction that sets luxury hotels apart in the competitive hospitality industry (Adhistryo, Hardiani, and ... 2021). It encompasses various dimensions, including reliability, responsiveness, empathy, assurance, and personalization, as outlined in the SERVQUAL model (Agele, Shamram, and Faraj 2020). High-quality service delivery requires not only well-trained staff but also a deep understanding of customer needs and preferences (Zhang 2023). Personalized services, such as tailored dining experiences or customized room settings, significantly enhance the emotional connection between guests and the hotel, fostering loyalty and positive word-of-mouth (Cho 2023). Padma Hotel Semarang exemplifies this approach through its emphasis on attentive and proactive service, ensuring that each guest feels valued and cared for. However, achieving consistency in service delivery remains a challenge, as it involves managing human interactions and adapting to diverse customer expectations. Continuous training, feedback mechanisms, and technological support, such as automated systems for guest requests, are essential in maintaining high standards of service quality (Utkina 2022). By exploring the strategies employed by luxury hotels like Padma Hotel Semarang, this study highlights the critical role of service quality in creating exceptional guest experiences and driving consumer satisfaction.

## METHODOLOGY

This study adopts a qualitative research approach to explore how Padma Hotel Semarang strategically enhances consumer satisfaction through its facilities and services. Qualitative methods are particularly well-suited for understanding the nuanced, personal experiences of hotel guests, as they provide deep insights into customer perceptions and the underlying factors influencing satisfaction. By capturing the subjective experiences of both guests and staff, this approach allows for a richer understanding of the specific strategies that contribute to satisfaction, beyond what can be quantified. The study is grounded in an interpretivist paradigm, emphasizing the importance of understanding human experiences from the perspective of the participants. This approach ensures that the complexities of consumer satisfaction are explored through the eyes of those who experience the hotel's offerings firsthand.

For data collection, the study focuses on interviewing heads of department at Padma Hotel Semarang, such as the Front Office Manager, Marketing Manager, Food and Beverage Manager, and others involved in key decision-making roles related to facilities and services. These managers are chosen as informants because of their direct involvement in the operational strategies and policies that impact guest experiences. Semi-structured interviews are conducted with these informants to gain insights into the specific strategies employed to enhance guest satisfaction, particularly in the areas of facilities management and service delivery. The interview questions are designed to explore the informants' perceptions of guest expectations, the implementation of service quality standards, and the continuous improvement processes for hotel facilities. Each interview is recorded with the consent of the participants and transcribed verbatim to preserve the integrity of the data.

In addition to the interviews, non-participant observations are conducted in key areas of the hotel, including the front desk, lobby, restaurants, and recreational facilities. Observations focus on how the strategies discussed during interviews are implemented in practice, such as the interaction between staff and guests, the condition and presentation of facilities, and the overall ambiance of the hotel. Field notes are taken during the observation process to document any relevant behaviors or interactions that could contribute to understanding the effectiveness of the hotel's strategies. This observational data provides contextual insights into how the strategic decisions made by the heads of department are reflected in the day-to-day operations of the hotel.

Thematic analysis is used to analyze the qualitative data, focusing on identifying patterns and recurring themes across both the interview and observational data. The process begins with familiarizing oneself with the transcripts and field notes, followed by coding significant portions of the data that relate to the research question. These codes are grouped into broader themes that capture the core aspects of consumer satisfaction, particularly in terms of facilities and services. The themes are then reviewed and refined to ensure they accurately reflect the data and align with the research objectives. The findings are presented narratively, supported by direct quotes from the informants, to illustrate the key insights gained from the data. This thorough and systematic

approach to data collection and analysis ensures a comprehensive understanding of how Padma Hotel Semarang's strategic use of facilities and services contributes to enhancing consumer satisfaction.

## **RESULT**

The results of this study highlight the key strategies employed by Padma Hotel Semarang's departments to enhance consumer satisfaction through facilities and services. Based on the interviews with heads of department, including the Front Office Manager, Marketing Manager, and Food and Beverage Manager, several themes emerged regarding the strategies in place to optimize both guest experiences and operational efficiency.

### **1. *Strategic Facility Management***

The Front Office Manager emphasized the importance of maintaining high standards across all facilities, with a particular focus on the physical appearance, cleanliness, and functionality of rooms and public spaces. Regular inspections and maintenance schedules are critical in ensuring that the hotel's facilities remain in excellent condition. In addition, the manager highlighted the role of aesthetic elements, such as interior design and cultural representation, which are tailored to create a unique and memorable experience for guests. The integration of local culture into the design of the hotel's public spaces was seen as a strong point in enhancing guest satisfaction and offering an authentic experience.

### **2. *Personalized and Responsive Service Delivery***

The Food and Beverage Manager stressed the importance of personalized service in the hotel's dining and catering offerings. Guests' specific preferences are noted and catered to, whether it be through customized meal options or accommodating dietary restrictions. The hotel places great emphasis on training staff to anticipate and respond to guest needs proactively. This responsiveness contributes significantly to customer satisfaction, with a particular focus on creating a welcoming and comfortable atmosphere. The manager noted that such attention to detail in service delivery, particularly in food and beverage, plays a crucial role in maintaining high levels of guest satisfaction and fostering repeat visits.

### **3. *Integrated Marketing Strategies and Customer Feedback***

The Marketing Manager revealed that Padma Hotel Semarang employs a comprehensive marketing strategy that integrates both online and offline channels to communicate its offerings to potential guests. The hotel actively solicits feedback from guests, utilizing surveys and direct communication to understand their expectations and experiences. This feedback is then analyzed and used to refine both facilities and services. By closely monitoring customer satisfaction metrics, the hotel is able to identify areas for improvement and make necessary adjustments to meet guest demands. The use of customer feedback is an essential part of the hotel's strategy for continuous improvement and innovation in service delivery.

#### **4. *Cross-Departmental Collaboration***

All department heads highlighted the importance of cross-departmental collaboration in enhancing the guest experience. The coordination between the Front Office, Food and Beverage, and Housekeeping departments ensures a seamless experience for guests from check-in to check-out. For example, the synchronization between the Front Office and Housekeeping departments ensures that guest requests, such as early check-ins or room preferences, are met promptly. The Marketing Manager also noted that effective communication between departments allows for better promotional strategies and more tailored guest experiences. This teamwork ensures that the hotel can provide a consistent and high-quality experience for its guests across all touchpoints.

### **DISCUSSION**

#### **1. *Strategic Facility Management***

The results of this study underscore the critical importance of strategic facility management in enhancing consumer satisfaction at Padma Hotel Semarang, where the careful maintenance and upgrading of physical spaces are central to delivering an exceptional guest experience. As articulated by the Front Office Manager, the quality of the hotel's facilities plays a pivotal role in shaping guests' perceptions from the moment they step into the hotel. The importance of a well-maintained, clean, and functional environment cannot be overstated, as these elements form the foundation of a comfortable stay. Beyond cleanliness, however, the aesthetic value and attention to detail in the design of the hotel's spaces significantly enhance the overall experience. For instance, the thoughtful incorporation of local cultural elements into the hotel's décor not only provides a visual appeal but also creates an authentic connection with the destination, allowing guests to feel more immersed in the local culture. This is particularly significant as today's travelers are increasingly looking for experiences that go beyond basic accommodation—they seek an emotional connection with the places they visit. By strategically using facilities to serve both functional and experiential purposes, Padma Hotel Semarang is able to stand out in a competitive luxury hotel market. Moreover, the hotel's commitment to regularly updating and refurbishing its facilities ensures that it remains relevant and appealing, consistently exceeding guest expectations and solidifying its reputation as a top-tier destination in the region. Through these efforts, Padma Hotel Semarang not only meets but actively shapes guest desires, positioning itself as a leader in hospitality innovation.

## **2. *Personalized and Responsive Service Delivery***

Personalized service delivery emerged as a central theme in this study, particularly through the perspective of the Food and Beverage Manager. The focus on tailoring services to individual guest needs reflects a broader industry trend where personalization is seen as a key driver of customer satisfaction (Chen & Tsai, 2007). The proactive anticipation of guest needs, especially in the food and beverage sector, highlights the hotel's commitment to delivering an exceptional experience that goes beyond basic service offerings. Guests increasingly expect that their preferences will be recognized and addressed, and this personalized approach not only enhances satisfaction but also builds loyalty. The emphasis on training staff to be responsive and attentive ensures that the hotel can deliver this level of service consistently, regardless of the situation. Moreover, by making guests feel valued and cared for, Padma Hotel Semarang creates an emotional connection that fosters repeat business and positive word-of-mouth, crucial elements in maintaining a strong reputation in the hospitality industry.

## **3. *Integrated Marketing Strategies and Customer Feedback***

The findings also point to the importance of integrated marketing strategies and the systematic use of customer feedback in enhancing consumer satisfaction. The Marketing Manager's insight into how Padma Hotel Semarang actively solicits and analyzes guest feedback underscores the hotel's commitment to continuous improvement. Collecting and utilizing customer feedback has become a standard practice in the hospitality industry, as it provides direct insight into areas for enhancement (Sweeney & Webb, 2007). The hotel's ability to adapt and refine its offerings based on guest input is a strong indicator of its responsiveness to customer needs, which is critical for maintaining a competitive edge. Furthermore, the integration of online and offline marketing channels allows the hotel to reach a wide range of potential customers, ensuring that its message resonates with both local and international audiences. This holistic approach to marketing ensures that Padma Hotel Semarang remains top-of-mind for guests, building brand loyalty while continuously refining its service offerings to meet changing expectations.

## **4. *Cross-Departmental Collaboration***

The results of this study emphasize the pivotal role of cross-departmental collaboration in ensuring a seamless and high-quality guest experience at Padma Hotel Semarang. As discussed by the department heads, effective communication and coordination between departments such as Front Office, Food and Beverage, and Housekeeping are key to delivering a consistent and personalized experience for each guest. This interdepartmental synergy allows the hotel to anticipate and respond to guest preferences and special requests in a timely and coordinated manner, ensuring that every aspect of the guest's stay is aligned with their expectations. For example, if a guest requests a specific room setup or dietary preference, the synchronization of information across departments ensures that these preferences are met without confusion or delay.

This collaborative approach not only enhances operational efficiency but also contributes to a smoother, more enjoyable experience for guests, which is directly linked to increased satisfaction and loyalty. Furthermore, the ability to work together effectively enables the hotel to respond quickly and creatively to any challenges or issues that may arise, allowing staff to provide solutions that are both innovative and customer-centric. This proactive and unified approach to service reinforces the hotel's commitment to delivering exceptional hospitality, ensuring that the guest experience is consistently positive and meets the highest standards, even in the face of unexpected challenges. Ultimately, the study underscores how critical teamwork and effective communication are in maintaining the high service standards that luxury hotels like Padma Hotel Semarang are known for.

## **CONCLUSION AND RECOMMENDATION**

In conclusion, the strategies employed by Padma Hotel Semarang, focusing on the management of facilities, personalized service delivery, integrated marketing, and cross-departmental collaboration, significantly contribute to enhancing consumer satisfaction. These efforts align with best practices in the hospitality industry, where attention to both tangible amenities and intangible service quality plays a crucial role in fostering guest loyalty and positive experiences. The hotel's commitment to continuous improvement, through guest feedback and consistent service delivery, ensures it remains competitive in a dynamic market. Based on these findings, it is recommended that Padma Hotel Semarang continue to invest in regular updates to its facilities and staff training to further personalize guest experiences. Additionally, expanding the use of advanced technology to gather and analyze customer feedback in real-time could enhance decision-making and responsiveness, ensuring that the hotel remains attuned to evolving guest expectations.

## **FURTHER STUDY**

For further study, it would be valuable to explore the impact of specific service features, such as digital amenities or eco-friendly initiatives, on guest satisfaction at luxury hotels like Padma Hotel Semarang. Examining the role of technology, such as mobile check-in or in-room automation, could provide insights into how these innovations enhance the guest experience and align with contemporary consumer expectations. Additionally, a comparative study involving multiple hotels within the same region or across different hotel categories could reveal whether the strategies employed by Padma Hotel Semarang are unique to its brand or widely applicable in the broader hospitality industry.

Future research could also consider the long-term impact of service personalization and facility management on guest loyalty, assessing how these factors influence repeat visits and word-of-mouth recommendations over time. Finally, investigating the perspectives of hotel guests from different cultural backgrounds could shed light on how these satisfaction-enhancing strategies resonate with diverse clientele, providing a more global perspective on the findings.

#### ACKNOWLEDGMENT

I appreciate the guidance of the supervising lecturers from STIEPARI Semarang and the support of all individuals who participated in this research, making it possible for the study to be carried out effectively.

#### REFERENCES

- Abdullah, O. 2022. "Service Quality and Its Influence on Customer Satisfaction and Customer Loyalty in the Restaurants of Five-Star Hotels." *African Journal of Hospitality, Tourism and Leisure* 11(6):2173–89. doi: 10.46222/ajhtl.19770720.349.
- Abrudan, I. N. 2020. "Using a General Ordered Logit Model to Explain the Influence of Hotel Facilities, General and Sustainability-Related, on Customer Ratings." *Sustainability (Switzerland)* 12(21):1–21. doi: 10.3390/su12219302.
- Acampora, A. 2022. "The Role of Hotel Environmental Communication and Guests' Environmental Concern in Determining Guests' Behavioral Intentions." *Sustainability (Switzerland)* 14(18). doi: 10.3390/su141811638.
- Adhistyo, T., WAA Hardiani, and ... 2021. "Effect Of E-Service Quality And Online Review on Guest Satisfaction at Virtual Hotel Operator in The City Of Semarang." *Kontigensi: Jurnal Ilmiah ...* (Query date: 2024-02-11 19:46:56).
- Agele, ATM, MK Shamram, and DU Faraj. 2020. "Service Quality Evaluation in the Internal Supervision Department and the Level of Customer Satisfaction 'Applied Study on Baron Hotel.'" *International Journal of ...* (Query date: 2024-07-22 21:03:47).
- Akbari, M., A. Nazarian, P. Foroudi, and ... 2021. "How Corporate Social Responsibility Contributes to Strengthening Brand Loyalty, Hotel Positioning and Intention to Revisit?" *Current Issues in ...* (Query date: 2024-07-22 20:52:37). doi: 10.1080/13683500.2020.1800601.
- Anastasiadou, P. 2022. "Exploring Stakeholders' Perspectives on Hotel Design." *Springer Proceedings in Business and Economics* (Query date: 2024-05-26 14:24:17):239–55. doi: 10.1007/978-3-030-92491-1\_15.

- Anferova, A. 2020. *What an Ideal Hotel Would Be like According to Couples in Luxury Hotels?* theseus.fi.
- Baek, J., Y. Choe, and CM Ok. 2020. "Determinants of Hotel Guests' Service Experiences: An Examination of Differences between Lifestyle and Traditional Hotels." *Journal of Hospitality Marketing & ...* (Query date: 2024-07-22 21:03:47). doi: 10.1080/19368623.2019.1580173.
- Bharti, R., and S. Sharma. 2023. "Guest Preferences And Future Challenges In The Post Covid-19 Scenario-An Exploratory Study Of Hotel Front Office Department." *PUSA Journal of Hospitality and Applied ...* (Query date: 2024-03-04 12:17:21).
- Buehring, J. 2019. "Designing Memorable Guest Experiences: Development of Constructs and Value Generating Factors in Luxury Hotels." *Journal of Hospitality and Tourism Insights* 2(4):358-76. doi: 10.1108/JHTI-11-2018-0077.
- Cho, S. 2023. "Estimating Personalized Demand with Unobserved No-Purchases Using a Mixture Model: An Application in the Hotel Industry." *Manufacturing and Service Operations Management* 25(4):1245-62. doi: 10.1287/msom.2022.1094.
- Khadafi, M., H. Hanny, and V. Anugrah. 2022. "Analysis of the Influence Facilities, Quality of Service and Trust on Loyalti Customer in Star Hotel in Batam City." *Jurnal Ekonomi Lembaga ...* (Query date: 2024-07-22 20:52:37).
- Koo, B. 2020. "The Role of Loyalty Programs in Boosting Hotel Guest Loyalty: Impact of Switching Barriers." *International Journal of Hospitality Management* 84(Query date: 2023-10-28 13:55:18). doi: 10.1016/j.ijhm.2019.102328.
- Rahimi, R. 2022. "Know Your Guests' Preferences before They Arrive at Your Hotel: Evidence from TripAdvisor." *Consumer Behavior in Tourism and Hospitality* 17(1):89-106. doi: 10.1108/CBTH-06-2021-0148.
- Utkina, O. N. 2022. *Specific Aspects of Managing the Development of Youth Educational Tourism Services in the Context of Training Staff for the Tourism Industry*. Vol. 28.

*Berliana, Wijoyo*

Wijoyo, TA. 2023. "Operasional Departemen Housekeeping Di Dalam Hotel."  
*BADAN PENERBIT STIEPARI PRESS* (Query date: 2024-02-11 19:46:56).

Zhang, X. 2023. "Preferences of Technology Amenities, Satisfaction and Behavioral Intention: The Perspective of Hotel Guests in Hong Kong."  
*Journal of Quality Assurance in Hospitality and Tourism* 24(5):545-75. doi:  
10.1080/1528008X.2022.2070817.