

## SERVICE OPERATIONS MANAGEMENT FOR ENHANCING “HERITAGE” EMOTIONS AT HOTEL SALAK, BOGOR

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### ABSTRACT

Introduction/Main Objectives: We all know that a hotel must have a differentiation of service experience. But many hotels are historical buildings do not yet understand that they have a heritage competitive advantage, well. The "Heritage" hotel must improve the service profit chain with putting the 'heritage' to Customer Value (CV) equation:  $CV_{heritage} = [Results + Process Quality (SQ) + Heritage Experience (HE)] / [Price + Cost]$ . This study focuses on the model choreography of a service delivery system to create and deliver a total embodied experience for customers. The model involves the choice of an operational strategy that consists of four areas: stageware (bricks and mortar), orgware (management systems), customerware (customer touch points), and linkware (system integration). The research question is "What improvements can be applied to improve the heritage customer experience at Hotel Salak Bogor". Novelty: This research is a best practice case study research in hotel service offering as strategic action that found "Service Operations Management Model: SOMM". Research Methods: This research is a single intrinsic case study at Hotel Salak Bogor as a bounded system in which an event, program or activity exists. This qualitative case study is designed to better understand the concept of service process management for the hotel. The research stages are (1) investigation of strategic process, (2) identification of customer variability and service offerings, (3) decision of operational strategy choices. Finding/Results: The model choreography can be used to integrate the business (service offering) with the organization (operational strategy) needed to achieve the benefits of integration.

**Keywords:** service-profit chain, service offering, operational strategy, heritage, hotel

## MANAJEMEN OPERASI LAYANAN UNTUK MENINGKATKAN EMOSI “HERITAGE” DI HOTEL SALAK BOGOR

### ABSTRAK

*Pendahuluan/Tujuan Utama: Kita semua tahu bahwa sebuah hotel harus memiliki diferensiasi pengalaman layanan. Namun banyak hotel yang merupakan bangunan bersejarah belum memahami bahwa mereka memiliki keunggulan kompetitif warisan, nah. Hotel "Warisan" harus meningkatkan rantai keuntungan layanan dengan menempatkan 'warisan' ke persamaan Nilai Pelanggan (CV):  $CV_{heritage} = [Hasil + Kualitas Proses (SQ) + Pengalaman Warisan (HE)] / [Harga + Biaya]$ . Ini studi berfokus pada koreografi model sistem pengiriman layanan untuk menciptakan dan memberikan pengalaman total yang diwujudkan untuk pelanggan. Model ini melibatkan pilihan strategi operasional yang terdiri dari empat bidang: stageware (batu bata dan mortir), orgware (sistem manajemen), customerware (customer touch point), dan linkware (integrasi sistem). Pertanyaan penelitian adalah "Peningkatan apa yang dapat diterapkan untuk meningkatkan pengalaman pelanggan heritage di Hotel Salak Bogor". Kebaruan: Penelitian ini merupakan penelitian studi kasus praktik terbaik dalam penawaran layanan hotel sebagai tindakan strategis yang ditemukan "Model Manajemen Operasi Layanan: SOMM". Studi kasus kualitatif ini dirancang untuk lebih memahami konsep manajemen proses pelayanan untuk hotel. Tahapan penelitian adalah (1) penyelidikan proses strategis, (2) identifikasi variabilitas pelanggan dan penawaran layanan, (3) keputusan pilihan strategi operasional. Temuan/Hasil: Koreografi model dapat digunakan untuk mengintegrasikan bisnis (penawaran layanan) dengan organisasi (strategi operasional) yang diperlukan untuk mencapai manfaat integrasi..*

**Kata-kata Kunci:** service-profit chain, service offering, operational strategy, heritage, hotel

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## INTRODUCTION

Emotions are psychological states associated with all nervous systems. Emotions are caused by neurophysiological changes associated with responses in thoughts, feelings and behavior to objective stimuli. Emotions can be aroused by positive or negative thoughts to a degree of pleasure or displeasure (Liu et al. 2021). Emotions have long been known as the driving force of consumption behavior. Positive emotions have a relationship with the brand that contributes to growth in performance and profits (Birgit, 2021).

Kim, J. (2021) explains that the influence of service authenticity can provide positive emotions, but it depends on each individual's nostalgia level. Nostalgia is a preference for objects that were popular when one was young. Thus, nostalgic tendencies have a positive effect on the intention to purchase products from a customer's personal past. Customers with high nostalgic tendencies show displeasure attributing to the brand new version. In contrast, consumers with lower nostalgic tendencies perceive the change as an enhanced, unique service element that can create positive emotions.

The empirical results of Elshaer et al. (2022) revealed that the perceived authenticity of Hotel Heritage has a positive effect on the nostalgic experience of visitors to Hotel Heritage. This suggests that authenticity

continues to be associated with feelings of nostalgia, as individuals crave things from the "old days" in the context of rapid modernization. Likewise, the results show that visitor engagement at Hotel Heritage has a positive effect on the nostalgic experience of Hotel Heritage. Hotel Salak, Bogor is carried out in a Dutch heritage hotel. This hotel continues to improve to improve customer satisfaction through heritage customer experience. This article is a recommendation for improving heritage services at the hotel.

Architectural heritage tourism is an important cultural attraction and historical testimony that can tell the history of urban change (Wang et al, 2019). Architectural heritage allows people to 'travel' into the past and forget the stresses of the present while learning something about the history and culture of the people. Architectural heritage can be the main motive for visiting many tourist destinations.

Hotel Salak Bogor is an expression of the architectural heritage of the monument, namely as a historic building and structure because it has value; archaeological, artistic, scientific, social, and/or technical excellence including architectural details (Taher et al, 2020). Hotel Salak The Heritage with the architectural style of the "indische empire" is part of the history of the city of Bogor, its high heritage value can be used to increase brand awareness of Hotel Salak.

Hotel Salak is the only legendary hotel left in Buitenzorg (Bogor). The idea of development comes from Heskett et al (1997)'s service-profit chain that adapted to the presence of heritage in hotel operations, then customer loyalty (CL) must be achieved by customer satisfaction (CS) which is represented by customer value heritage, then  $CV_{heritage} = [ \text{Result (R)} + \text{Process Quality (PQ)} + \text{Heritage Experience ( HE)} ] / [ \text{Price} + \text{Cost} ]$  (Walker et al. 2006).

Many countries have taken the initiative to leverage their distinct cultural and heritage resources to strengthen their place-based competitive advantage in the global marketplace. However, research on heritage hotel buildings is still rare and limited, and does not have a well-established systematic approach, and empirical evidence from real-world situations is also lacking (Elshaer, et al. 2022). This study aims to produce several new key processes in the operation of heritage hotels in

Bogor. The research question is "What improvements can be applied to improve the heritage customer experience at Hotel Salak Bogor".

**LITERATURE REVIEW**

*Heritage tourism* is defined as a trip with the main purpose of studying the culture and heritage of a location. Tourists want to participate in the "historical heritage experience", remember more about the history of the place, join in the recreational experience, they want to live with the same local customs, arts, traditions and culture as the heritage destination. In today's hospitality industry, heritage hotels have advanced with higher and more stable occupancy and are attracting a lot of attention from people with higher incomes and levels of education (Elshaer et al. 2022).

*Heritage hospitality.* Based on King's (1995) model that to include heritage in the

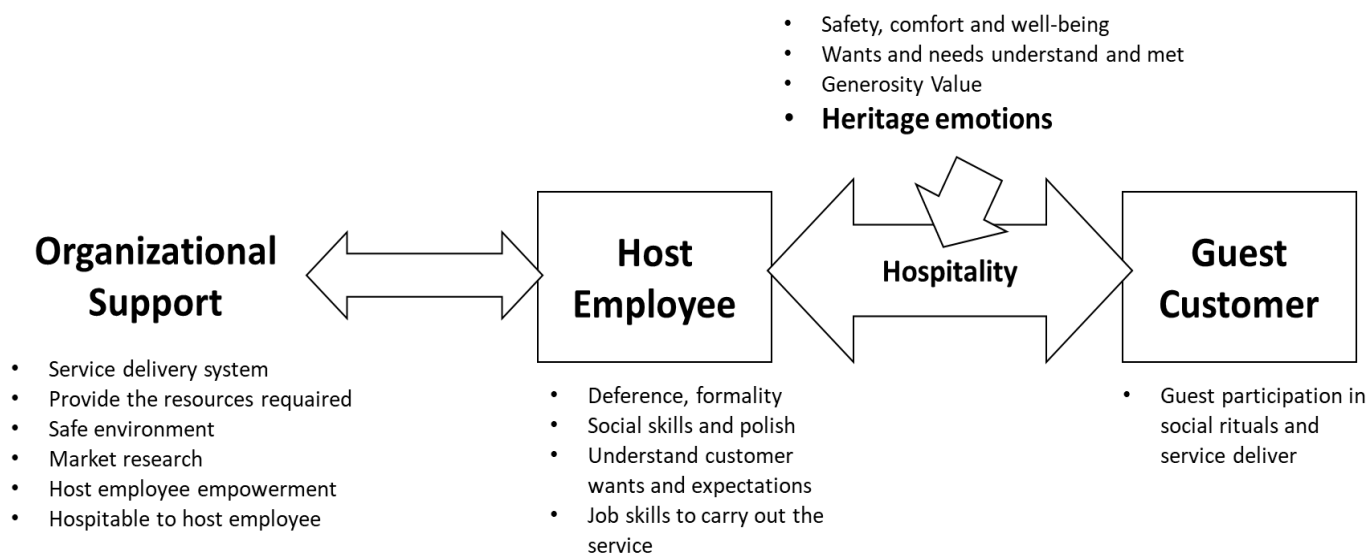


Figure 1. Heritage Hospitality Model  
Source: King (1995)

hospitality service process, it can be done on: (1) interaction between employees as hosts and guests; (2) knowledge that will excite guests; and (3) the process which includes arrival, providing comfort and fulfillment of guest wishes, and departure.

It is found that the key element to include heritage in the hospitality model is the touch point at the service encounter in face-to-face interactions (see Figure 1).

*Heritage Service Profit Chain.* Using Heskett's (1977) updated service profit chain model Walker et al. (2006) found that the customer value equation is the result equation plus process quality and "heritage" divided by price plus cost. Thus the added "heritage" value must be "big" so as to reduce the impact of price and cost dividers. Similarly, using the renewal

SPC model Strydom et al. (2020) found that Perceived performance of "heritage" attribute: is a service quality input (the perceived service quality that is able to produce "heritage" service that processes "heritage" service attribute that can result in overall satisfaction from "heritage" service (see Figure 2).

*Heritage experiential quality.* Hussein and Hapsari (2020) developed a framework for heritage experiential quality (HEQ), namely :

- (1) Physical Quality – Physical quality is about the physical aspects of the place and the services provided. This includes facilities, cleanliness, exterior, layout, and design.
- (2) Interaction Quality – Interactional quality is about how employees provide the services offered, including attitude, quick response, problem solving, and professional skills.

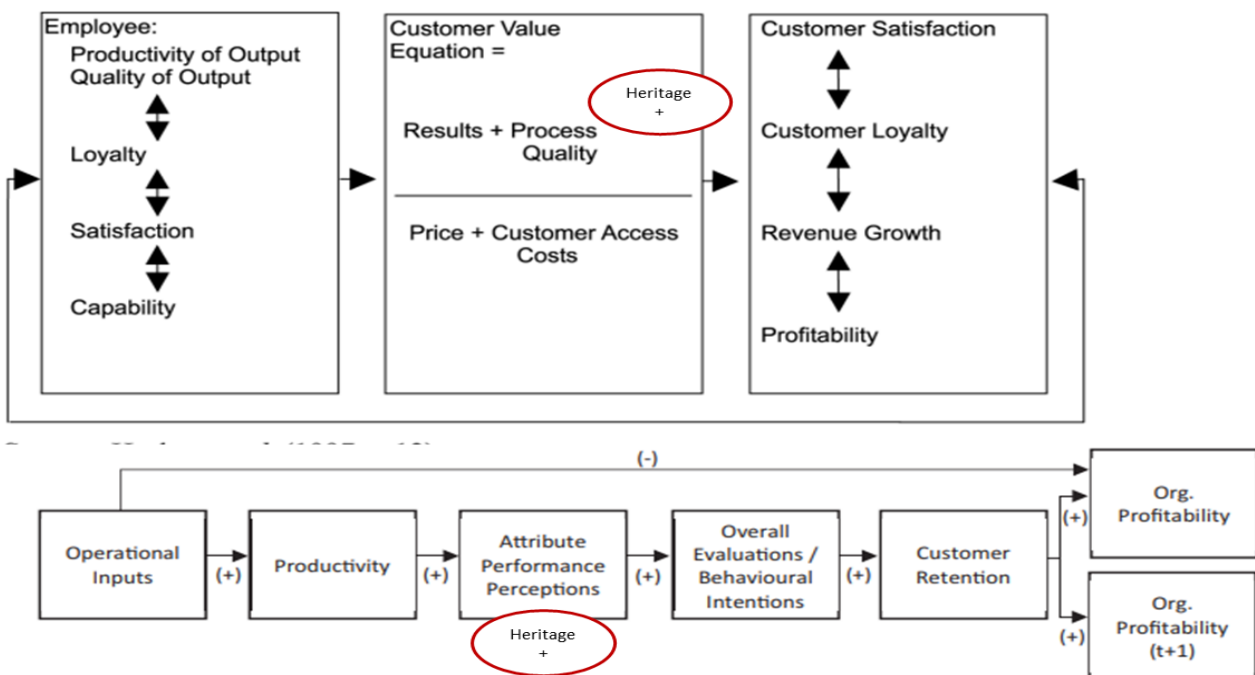


Figure 2. Heritage Service Profit Chain  
 Source: Walker et al. (2006), Strydom et al. (2020)

(3) Quality of Heritage Aspect – This aspect describes the heritage elements of the building such as nuance, atmosphere, and atmosphere.

History, past atmosphere formed from architectural style and interior decoration, as well as authentic service are dimensions of satisfied customers (Chittiprolu et al. 2021).

*Creating strategic memorable experiences in heritage hotel.* The process start with strategic vision. A strategic service vision includes a set of ideas and actions in a systematic way that maximizes a firm's performance. It includes systematic actions to achieve company goals. According to Heskett's (1986) strategic service vision consists of four elements: target market segment, service concept, operating strategy, and the service delivery system.

Then, Frei (2008) advises aligning four key elements of service business:

- What your service offering consists of
- How you fund the excellence you want to provide
- How you manage employees to deliver quality service
- What you do to help customers enhance—not erode—service

So, heritage service recommendations can be proposed in the field of authentic service (Chittiprolu et al. 2021). Authentic service development using the model of Voss et al. (2008), especially in the choice of operating

strategy design which consists of four areas that need to be rearranged, namely *stageware*, *orgware*, *customerware*, and *linkware*. By coordinating the steps mentioned above, it is hoped that nostalgia and a memorable tourist experience will be created at a Heritage Hotel. Personal emotions, culinary appeal, cultural inheritance are very influential on nostalgia among heritage tourism visitors (Lee, 2015).

## METHODS

This research is a single descriptive case study that solves the problem of service operation management in the form of case-based analogical reasoning (in this case at Hotel Salak Bogor) to produce a solution. Thus a single descriptive case study can serve as part of the knowledge base for case-based reasoning (Denzin & Lincoln, 2017).

This research is also an intrinsic case study that focuses on the service operations management procedures to enhancing the “heritage” emotion of the hotel. Intrinsic case studies were used by Komppula (2016) to highlight the important role of individuals, entrepreneurs and other stakeholders in the development of tourist destinations during their life cycle in ski resorts in Finland. This qualitative case study is structured to illustrate a unique heritage experience at hotel that needs to be described in detail (Creswell & and Poth, 2018; p. 155).

This paper aims to discuss the service operations management that applied in a hotel at Bogor as a bounded system, in which an event, program or activity exists (Creswell and Poth, 2018; p. 399). To achieve this, qualitative data were collected from interviews, observations,

documents, to audiovisual materials. The research stages are (see Figure 3)

- Service strategic analysis at Salak Hotel:
  - (1) investigation of strategic vision
  - (2) identification of customer variability and service offerings,

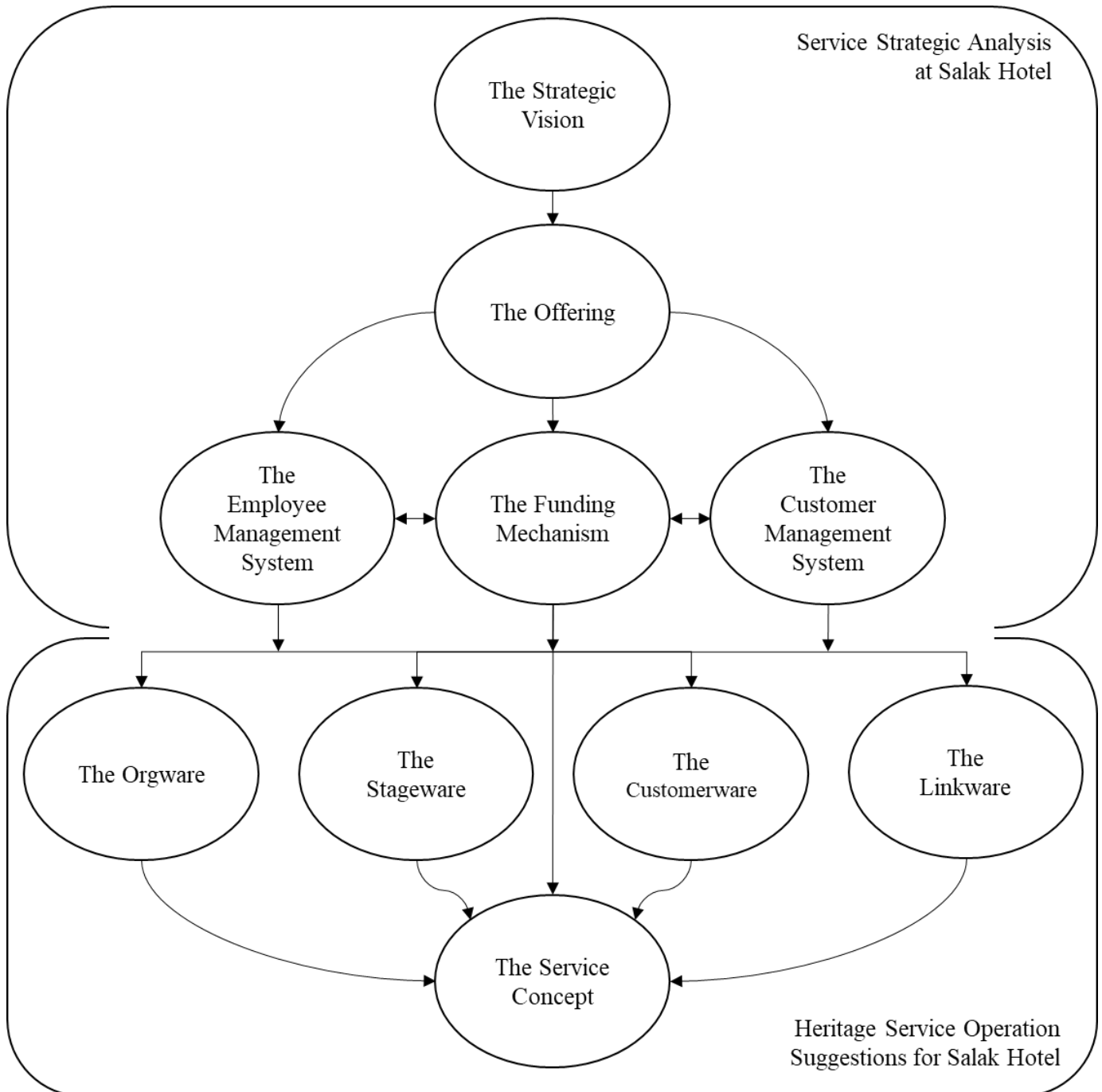


Figure 3. Research Process

Source: Heskett's (1986), Frei (2008), Voss et al. (2008), Chittiprolu et al. (2021).

- Heritage service operation suggestion for Salak Hotel:
- (3) decision of operational strategy choices.
- (4) heritage experience service concept.

**RESULTS AND DISCUSSION**

***Heritage Strategic Process at Salak Hotel***

Hotel Salak's offerings are meant to provide a unique experience for its guests. Hotel Salak not only sells "hospitality", but also sells "a modern hotel rich in culture and historical value" - The Heritage. This is the solution that some guests are looking for to stay on during their trip to Bogor enjoying amenities facilities and historical quality. (see Table 1) (<https://www.hotelsalak.co.id/>)

Repositioning can be done on changes in one or both of them, namely the level of divergence and or the complexity of the service process (Shostack, 1987). Narrowing the scope of services by specialization is a focused strategy that results in low complexity. A strategy of adding more services can be initiated, thus creating a high-complexity structure. High divergence is characterized as a niche strategy that seeks out customers who are

willing to pay extra for the personalization (Bordoloi et al. 2019).

Salak Hotel's positioning can be improved by increasing value through service concepting so that prices can also increase, in general, what can be done are

- maintain and enhance its position as a luxury heritage hotel
- create properties of lasting value using superior architectural and interior design,
- Unique deeply embedded "heritage" personal service to meet the higher needs and tastes of higher-end customers

Salak Hotel Management defines customer activities and customer outcomes, not products and services, so management systematically explores opportunities for new services towards temporal expansion or temporal reconfiguration. Temporal expansion is the growth of services that add new activities to the main activity chain, while temporal reconfiguration is the growth of services that change the structure and control of activities in the main chain. Both create new services by adding experiential activities within the time span of the extended chain see Figure 4)

**Table 1.** Strategic Service Vision (Heskett, 1986) of Hotel Salak

Target Market	Service Concept	Operating Strategy	Delivery System
Customers with the need for the best products and services and the value of high-quality consistency	“Where Historical Values and Modern Technology Meet”	Integrating input from employees, processed with suppliers, then output is presented to customers	Deliver service through employees with recognition of effective communication and training.

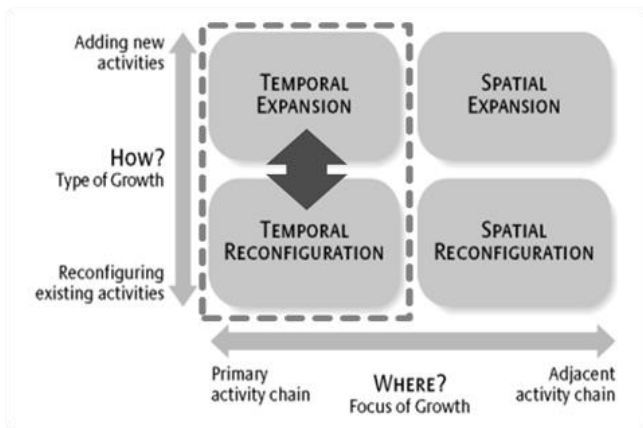


Figure 4. Hospitality Strategic Expansion Source: Source: Sawhney et al. (2004).

**Heritage Service Offerings at Salak Hotel**

The strategic truths (Frei, 2008) of Hotel Salak, Bogor, are (see Figure 5):

- *You can't be good at everything.* In this case, Hotel Salak chose the dimension “Where Historical Value and Modern Technology Meet” to perform better on the dimensions most valued by customers by providing comfortable rest, lodging, meeting or relaxing that is modern but still preserving historical and cultural values. This requires deep insight into customers on this dimension and what they need operationally
- *Someone has to pay for it.* Primary legacy services must be funded in some way. Hotel Salak management should be able to find a suitable way to charge customers more, reduce costs while improving the service experience.
- *It's not your employees fault.* Employees are important people, what is more important is how to design the service model, in

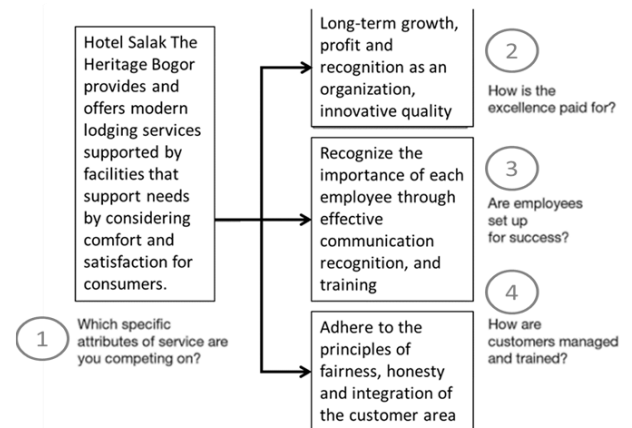


Figure 5. The Truth of Services of Hotel Salak Source: Frei (2008)

**Heritage Operational Strategy and Service Concept Suggestions**

The choice of the operational strategy for Hotel Salak is explained using the model of Voss et al. (2008), especially in the choice of operating strategy design which consists of four areas that need to be rearranged, namely stageware, orgware, customerware, and linkware (see Figure 6).



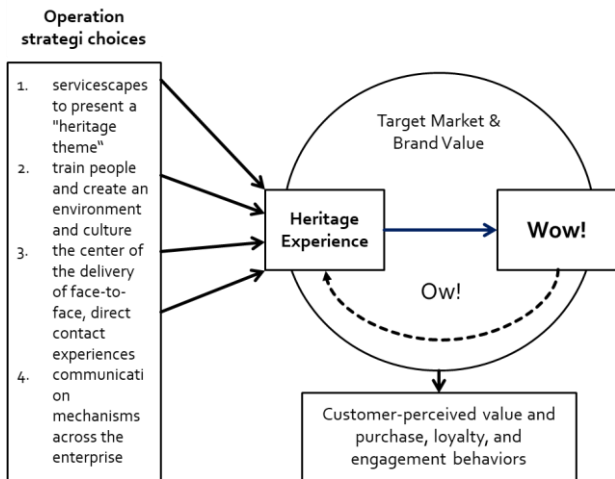


Figure 6. Delivering the Heritage Service  
Source: Voss et al. (2008)

- *Orgware* is the second option which involves human resource management (HR) systems and policies. One important managerial choice is how to manage and train people and create an environment and culture that engages customers for heritage experiences. The main choice of orgware involves HR systems, namely the recruitment and reward of talented employees and the maintenance of attractive customer encounters (see Figure 7).



Figure 7. Learn from Ritz-Carlton  
"We are Ladies and Gentlemen Serving Ladies and Gentlemen".  
Source: <https://www.ritzcarlton.com>

- *Stageware* is the first choice; which includes facility layout, process technology, and flows that are important aspects of a physical setup or servicescape. The stageware elements communicate the design of the servicescapes to present a "heritage theme" within the context of the service experience. As such, the choice of stageware provides a real aesthetic and an environment that signals customers what experience they might expect and even how they should behave (see Figure 8).



Figure 8. Redesign the Lobby Interior to Increase Luxury.  
The interior is also polished to enhance heritage-inspired luxury.  
Source: Hallowel et al. (2002)

- *Customerware* is the third option that deals with the creation and management of specific customer touch points, where the customer interacts with the service delivery system. Given that employees are usually the center of the delivery of face-to-face, direct contact experiences, customer contact employees have not only a service role but also a theater role (see Figure 9).
- *Linkware* is the integration of systems and processes, is the fourth set of options. Linkware refers to the communication

mechanisms that filter information across the enterprise and down to all levels. Linkware consists of coordination, integration, and adaptation mechanisms used to ensure continuity of customer experience and to obtain feedback for organizational learning.

The total heritage experience stems from a comprehensive strategy for managing the customer experience. The four decision areas—stageware, orgware, customerware, and linkware—are meant to create a total heritage customer experience that only works when all

parts “work together” with the customer. In addition, heritage package services must be ensured commensurate with the tariff to customers. Thus, customers can be satisfied with the price positioning of heritage hotels (Wong et al. 2014).

The proposed service concept is to bring back the Hotel Dibbets on Sunday 20 May (Het nieuws van den dag voor Nederlandsch-Indie, 16-05-1923). In the previous founding of the company, Jhr, EA Dibbets was the largest shareholder.

Het nieuws van den dag voor Nederlandsch-Indie, 21-05-1923: ‘Hotel™ Dibbets te Buitenzorg. On the first Monday the new and beautiful Buitenzorg Hotel Dibbets Hotel opened. Since the morning guests arrive, accompanied by the strains of a string quartet. The official reception takes place at dinner: flowers, music, champagne, speeches and beautiful ladies from 7 to 9. But I know that this hotel is comfortable with a beautiful marble room; very clean bedrooms and good bathrooms. Excellent cuisine under the special tutelage of Mrs Dibbets herself, great service and medium prices. Beautiful view of Deer Park in front of the Palace; ... there is a nice terrace seating upstairs overlooking the very beautiful Garden Road. ... a place of the future with living water: la houille blanche. A hotel with fifty comfortable rooms with European supervision ... Buitenzorg that evening was greeted with honor! I will come once every week! KW’.

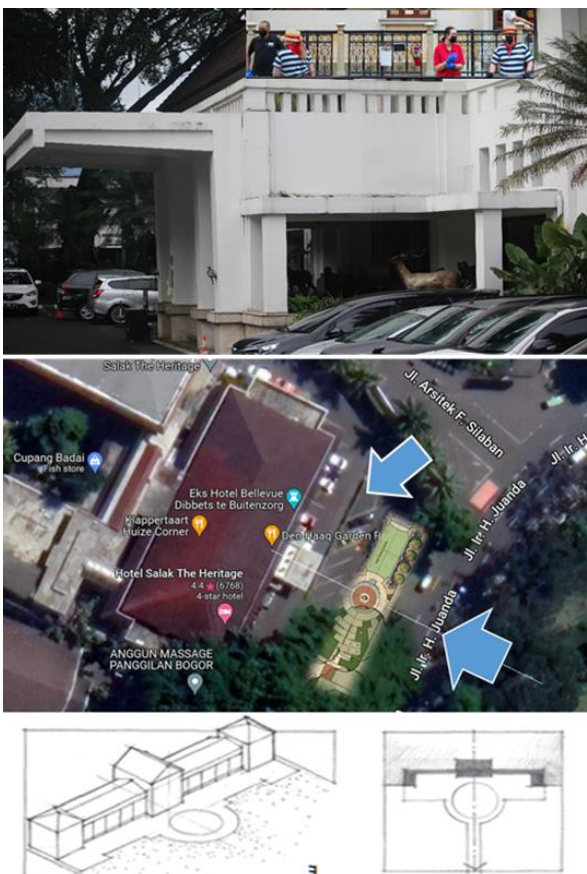
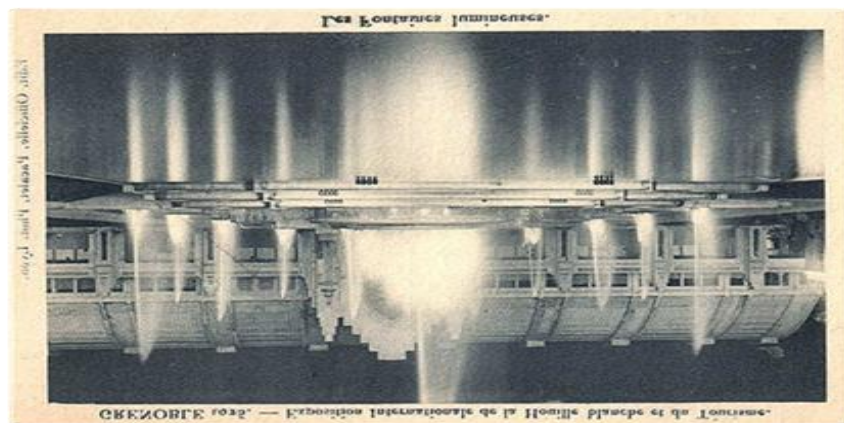


Figure 9. Photo Balcony the role of customer contact staff in the lobby can do a hotel tour and create a “fun heritage” experience at the balcony

Table 2. Service Concept for Hotel Salak

Service Firm	Hotel Salak
Organizing idea	“Where Historical Values and Modern Technology Meet”
Service concept	Het nieuws van den dag voor Nederlandsch-Indie, 16-05-1923.
Service provided	String quartet music Flowers Wine Excellent cuisine Beautiful marble room Great service and medium prices Opening of a nice balcony at 2nd floor A place of the future with living water: la houille blanche.
Service received	Dibbets Hotel atmosphere 1923 Collection of Botanical Garden Orchids is perfectly arranged 1923 bottles of wine exclusively at Rafflesia Lounge High quality standards Fine Dining from Mr. Dibbets recipes Comfortable room; very clean bedrooms and good bathrooms You will come once every week! Beautiful view of Deer Park in front of the Palace



In addition to designing a customer journey mapping to create a memorable experience, it is also necessary to increase the luxury in the hotel lobby (Buehring & Barry 2019).

To emit a luxurious experience, a sensory approach is needed to assess the taste and touch of the required materials and fabrics. Guests understand the difference between high and low-quality fabrics and it is the feel of low-quality

that they use to determine quality. Therefore, the highest quality cotton and linens should be used on towels, robes, slippers, and all other fabrics that guests touch or feel.

Handicraft is also a sign of luxury and quality as well as furniture. Quality is also mentioned in relation to in-room amenities, for example, the preference for leather menu covers and bathroom fittings being a luxury brand.

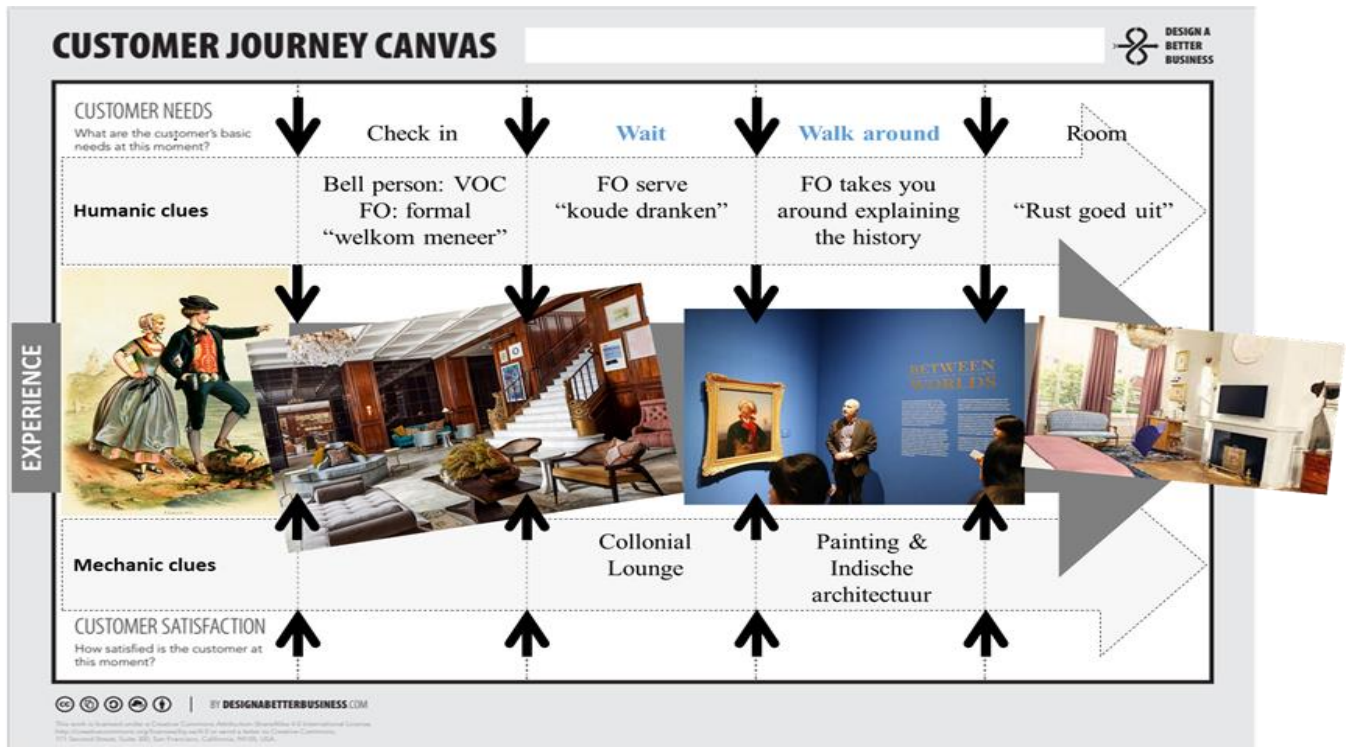


Figure 10. Heritage Customer Journey Map  
Source: Author

The quality of the bathroom in the lobby is paramount and the size of the bathroom is more important than the size of the bedroom. The overall design of bedrooms and bathrooms is also important with decor and furnishings blending seamlessly together so that the space itself is stylish, comfortable, tasteful, and fun.

To make some heritage hotel guests satisfied, this can be done by providing the following (Chittiprolu et al. 2021).:

- Heritage room is all about the quality, size and facilities provided in the room.
- Heritage food is all about quality, taste, authenticity and free breakfast.
- Staff behavior is about the professionalism of staff service to heritage hotel guests

- The physical signature of heritage is about the quality of the heritage experience - the décor, the old style, the atmosphere of the past.
- Authentic heritage services and services are about unique services to guests, such as traditional dance performances, music performances, and other traditional art forms.

## CONCLUSION

By identifying the operational management of services at Hotel Salak - The Heritage, enhancing heritage emotions can be done in several ways (see Figure 10):

- At the corporate level - the growth of heritage services can be done with an

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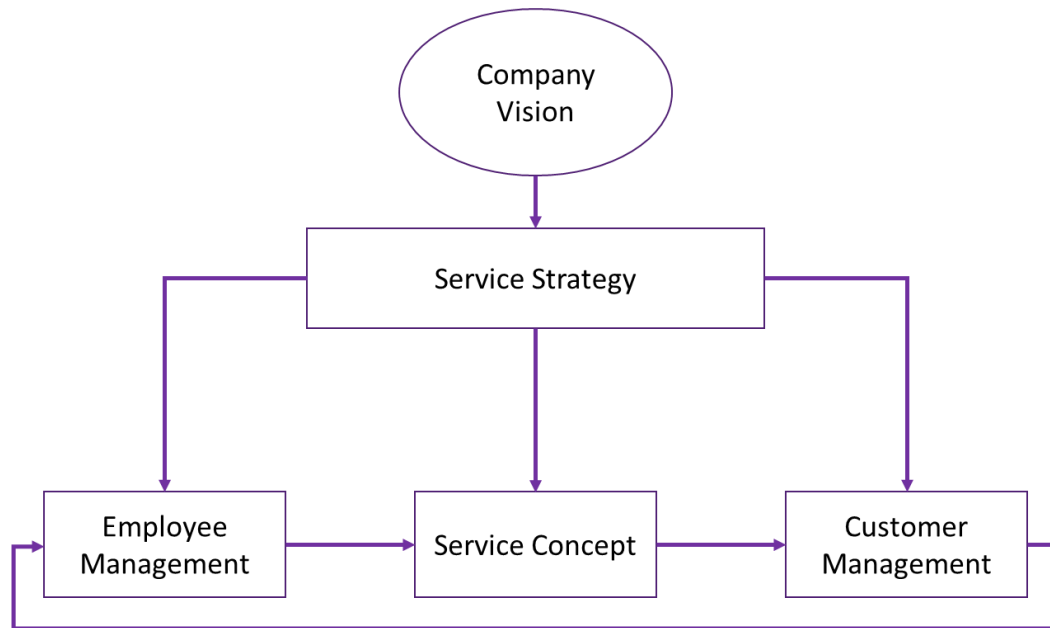


Figure 11. Service Operations Management Model (SOMM)

tegy that is directed at increasing customer activities and outcomes (Sawhney et al. 2004).

- At the business level - offering heritage services can be done by establishing a customer satisfaction accommodation strategy (Frei 2008)
- At the operational level – heritage value can be increased from the relationship of employee and customer included in the profit-service chain as part of the concept strategy (Voss et al. 2008; Lee, 2015)

In the future, human interaction in hospitality service encounters will continue to provide opportunities for companies to gain competitive advantage by creating emotional connections. SOMM describes enhancing the emotional connection with customers, will provide opportunities through the customer journey and ensure that all frontline staff are

trained, capable and ready to make that moment of truth meaningful (Kandampully & Solnet, 2020).

The limitation of this study lies in the incomplete process for a strategic service design, future research may use other or more complete service design process variables.

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