

Managing the Guest Experience: Trends, Challenges, and Strategic Insights

Atul Kumar

Assistant professor,
Institute of Hospitality, Management & Sciences
Kotdwar

Rahul Gusain

Assistant professor,
Institute of Hospitality, Management & Sciences
Kotdwar

Abstract

The chapter under consideration, *Managing the Guest Experience: Trends, Challenges, and Strategic Insights*, presents the readers with the current situation in the field of guest experience (GX) management in hospitality and tourism. It looks at how guest experience, service delivery, and expectations are being changed by digital transformation, artificial intelligence and real time personalization. Based on recent academic literature, the chapter points out emerging developments, i.e., co-creation, smart service environment, and sustainable experience-based services. It also concerns the issues of vital importance, such as the combination of technological means with human interaction, multichannel services consistency management, and the emergence of ethical consumer demands response. The chapter proposes a conceptual framework that can be used to position the interaction between digital tools, human engagement, and operation implementation strategy. Those insights are strong recommendations to strategic practice such as integrated systems, empowered staff, and ethically designed experience. The synthesis itself offers a predictive guide to the scholars and professionals in the industry who strive to offer outstanding yet future-based guest experiences.

Keywords: Guest Experience (GX), Hospitality Management, Digital Transformation, Smart Tourism, Customer Journey, Artificial Intelligence (AI),

1. Introduction

Guest experience (GX) is one of the key differentiators in the service industry

and has attracted considerable attention in the present-day hybrid world of hospitality, tourism, healthcare, and

retail services. It covers much more than quality of services it expresses the emotional, psychological, and functional aspects of interrelation, which guests experience in the touchpoints (Ali et al., 2021; Kandampully et al., 2018; Lin & Mattila, 2020). Over the past few years, the introduction of smart technologies, including artificial intelligence (AI), the extended reality (XR), chatbots, and automation, completely transformed the way organizations plan and operate GX (Buhalis & Sinarta, 2019; Leung & Lyu, 2020; Pourfakhimi et al., 2022; Xie et al., 2022). Such tools allow making real-time personalization, anticipating the behavior and providing an immersive experience, which have a significant impact on the satisfaction, loyalty, and engagement of guests (Del Chiappa & Baggio, 2021; Gursoy et al., 2022; Neuhofer, 2020). In addition to that, even frontiers of the post-COVID-19 period have increased the pace of contactless, emotionally satisfying, safe interactions, and it is clear that trust, hygiene, seamless digital integration contribute to creating memorable experiences (Rivera, 2020; Kabadayi et al., 2021; Zhang & Kang, 2023). However, it would be wrong to say that with the technological advancements the steady high-quality rendering to the guest would be not a strategic but an

operational issue. The main obstacles involve inappropriateness of technological solutions and customer needs, how to deal with privacy issues when applying AI and finding the right balance between customization and automation (Kim et al., 2021; Liu et al., 2021; Tussyadiah & Miller, 2021). It is also stressed by studies that the role of emotional intelligence and empathy of staff and humanized service recovery are increasingly important to raise the level of satisfaction and loyalty, particularly in luxury, boutique, and highly service-driven industries (Gajjar & Narayan, 2022; Teng & Chang, 2020; Ming & Tong, 2022). And at the same time, the guests are becoming more co-creators of their experience, putting pressure on service delivery in terms of feedback, social media use, and engagement styles, among which the organization has to be flexible, open, and customer-driven (Anaza & Zhao, 2020; Campos et al., 2021; Wei et al., 2020). The view and the instability of guest sentiments are enhanced by a growing number of user-posted reviews, platforms such as TripAdvisor and Airbnb, which make experience management strategic and reputational (Filieri et al., 2021; Xie et al., 2020; Zhao et al., 2021).

The Guest Experience Management (G.E.M.) Model, as a conceptual

framework, is presented in this chapter, which combines technological enablers, people, emotional design, and strategic alignment to manage GX at a higher level. Based on five invaluable dimensions it deems as major the intelligent touchpoint design, emotional engagement and memory creation, agile service recovery, data-driven personalization, and organizational alignment and employee empowerment, the model is developed based on more than 90 modern sources. Combining the ideas suggested in them, the G.E.M. Model resolves an existing scholarly gap much needed in the constant discourse between a scientific innovation of technology and a human element of experience. It provides service leaders, researchers, and designers with a strategic map of traversing the shifting landscape of guest services in an experience economy, implications of which include the process of innovation, customer loyalty, and business sustainability in the long-term (Kumar et al., 2022; Lemon & Verhoef, 2021; Tussyadiah et al., 2020; Ali et al., 2023; Sun & Liu, 2023).

2. Literature Review

The guest experience (GX) has been transformed into a multidimensional concept that is influenced by

touchpoints on the psychological and technological, emotional, environmental level on the customer journey. The studies of the foundations stress the growth of the quality of physical environment, service interaction, and emotional satisfaction to determine perceptions and behavioral intentions of the guests (Han & Hyun, 2017; Walls et al., 2011; Ali et al., 2016). Pine and Gilmore (2001) coined the concept of the Experience Economy that highlights the move towards delivering experiences that are memorable, as opposed to transactions of providing a service to differentiate customers. The subsequent research concluded that the GX management refers to the cognitive and emotional assessments applied during a series of interactions (Lemon & Verhoef, 2016; Kandampully et al., 2018). It also has been determined that the combination of the quality of websites, social presence, and e-trust is also important for promoting the behavior of online booking in the context of hospitality (Amin et al., 2021), which agrees with trends toward effective and digital interactions. On its part, event quality, perceptions of value and destination image have also been attributed to tourist satisfaction and loyalty, more so in niche type tourism such as sport tourism and culture tourism (Jeong &

Kim, 2020; Draper & DeFranco, 2025; Wen & Wu, 2020).

As digital innovation becomes increasingly relevant, studies focus more on the abounding effects of smart technologies, artificial intelligence, and immersive technologies including virtual and augmented reality (Yung & Khoo-Lattimore, 2019; Hsu, 2024; Gursoy et al., 2019). Smart environments based on AI-enabled services can be more efficient and personalized, but they also increase the risks related to authenticity and trust of human-machine interaction (Tussyadiah & Miller, 2018; Kabadayi et al., 2019; Cheng et al., 2023). The features of real-time co-creation and nowness have become the important components of interaction with guests in a dynamic way, empowering the guests and delivering guest satisfaction using context-aware digital tools (Buhalis & Sinarta, 2019). The phenomenon of service perception in social media analytics and online review websites is quite influential, and user-generated content is central in co-constructing brand images and experiences (Xiang et al., 2017; Zhou et al., 2023). Moreover, the results of wellness-based and eco-friendly types of initiatives are an indication of a larger area of market change that is involved by the growth toward sustainability in

which environmental ethical conduct and wellness-aware tourism impacts GX initiatives, especially in the Gen Z market and the rural tourism sector (Hui, 2024; Esfandyari et al., 2023; Golbabaei et al., 2022).

The transition of service models that are controlled by providers to participatory experiences that are co-created can be defined as another critical evolution that is made in the GX research. Researchers have emphasized co-creation, personification, and engagement as key factors of establishing strong-emotion ties and long-term loyalty (Campos et al., 2018; Chathoth et al., 2016; Rita & Ramos, 2022). Literature on smart tourism complicates the matter even more by insisting on the relevance of interconnected systems and real-time responsiveness as essential elements of competitive advantage in hospitality (Gretzel et al., 2015; Launer & Svenson, 2021). In addition, social responsibility requirements of guests and the importance of collective self-esteem are also coming out of the box as behavioral factors in the context of brand community (Zhou et al., 2023). Strategic combination of smartness, sustainability, and personalization will be the future of GX because the offers need to satisfy the increased request of experience economy with the help of

both human and technological means. The combined insights form the basis of the conceptual model applied in the current chapter, which aims to reflect strategic alignment needed to provide unified and high-level experiences to a guest along all the areas of service.

3. Emerging Trends in Guest Experience

Digital innovation, smart technology and the personalization imperative are transforming the guest experience (GX) in hospitality and tourism at a rapid pace. Technology-driven GX is based on the concept of modern service strategy and relies on the technologies of artificial intelligence, automation, and data in real-time to generate frictionless, predictive, and hyper-personalized experiences (Gursoy et al., 2019; Cheng et al., 2023; Kabadayi et al., 2019). Within the context of high-touch services, smart service environments with cloud computing as well as augmented reality (AR) and intelligent booking platforms are becoming the new norm (Hsu, 2024; Yung & Khoo-Lattimore, 2019). Customer intent and satisfaction are determined by superiority in the online platforms providing a better design of the websites, affective commitment, and trustworthiness (Amin et al., 2021; Xiang et al., 2017). Research extends on

the notion of nowness service that focuses on responsiveness and co-creation in the present moment with guests and providers, as one of the primary trends in the modern experience economy (Buhalis & Sinarta, 2019). The changes are in line with the core concepts that Pine and Gilmore (2001) have introduced and continued developing in the digital lifetime by Lemon and Verhoef (2016), i.e., customer touchpoints should be seen as the properties of delivering individualized value to customers.

On a parallel with this digital transformation, the co-creation and participatory experiences are becoming a necessary condition to guarantee competitive advantage. The customer is not the passive receiver of the provision of the services and instead he/ she is the co-designer of his/her experiences; the customer engages brands in physical, emotional, and digital levels (Campos et al., 2018; Chathoth et al., 2016). The literature on luxury hotels focuses on the importance of the material and immaterial characteristics of these establishments—the design, the feeling, individual care, and emotional appeal—on customer satisfaction and their fondness to come back (Walls et al., 2011; Han & Hyun, 2017). Machine learning loops and feedback, as well as customization based on data, also

facilitate the ability of organizations to predict needs and improve on them in real time (Tussyadiah & Miller, 2018; Launer & Svenson, 2021). Experience quality, destination image, and perceived value are demonstrated to be factors that affect ease among other aspects of tourism including event-based and sport tourism and therefore it is depicted that immersive, culturally significant, and emotionally compelling activities are becoming more a core segment of guest experience planning (Jeong & Kim, 2020; Draper & DeFranco, 2025). Digital ecosystems and brand communities also affect GX by another strategy: social interaction, altruism, and collective identity among the consumers (Zhou et al., 2023; Rita & Ramos, 2022).

Sustainable, ethical, and wellness-based experience management as the next dominant trend is another such theme. Eco-friendly behavior is becoming increasingly popular, especially among Gen Z clients, who expect their tourism services, to be well-rounded in terms of ethical disclosure, wellness, and environmental awareness (Hui, 2024; Esfandyari et al., 2023). Since we can observe the emergence of special interest tourism, where authenticity, environmental stewardship and cultural engagement rank on the global agenda (Liu, 2020). Such technological

solutions like autonomous shuttles or low-carbon mobility solutions also become the contents of sustainable guest offerings (Golbabaei et al., 2022). In that respect, smart tourism not only advances comfort and customizations but also promotes more general objectives of society, such as health, inclusiveness, and resource prudence (Gretzel et al., 2015; Kabadayi et al., 2019). Studies are getting more interested in the digital transformation strategies being aligned with emotional intelligence and social responsibility, as well as collaboration across industries to future-proof the guest experience (Kandampully et al., 2018; Ali et al., 2016). GX is still developing, and the holistic approach including smartness, sustainability, and emotional connection is the only solution to the successful development of the organization in the post-digital, experience-based economy.

4. Challenges in Managing Guest Experience

The next such theme is sustainable, ethical, and wellness-driven experience management as the new key trend. Sustainable conduct is gaining the domain of attraction, especially among Gen Z clients, who want their tourism services, to be holistic in ethical disclosure, wellness, and eco-

friendliness aspects (Hui, 2024; Esfandyari et al., 2023). Given the fact that we can witness the development of special interest tourism, where authenticity, environmental stewardship and cultural engagement have a place among the priorities in the global tourism picture (Liu, 2020). Sustainable guest offerings also consist of such technological solutions as autonomous shuttles or low-carbon solutions in the sphere of mobility (Golbabaei et al., 2022). In that regard, smart tourism does not only contribute towards comfort and customization but also facilitates more universal societal goals which include health, inclusiveness, and resource resourcefulness (Gretzel et al., 2015; Kabadayi et al., 2019). Research is increasingly attracted by the idea of aligning digital transformation strategies with emotional intelligence and social responsibility, the collaboration of different sectors to make the guest experiences future-proof (Kandampully et al., 2018; Ali et al., 2016). GX is an emerging concept, and the integrated approach referring to smartness, sustainability, and emotional connection is one and the only solution to the successful evolution of the organization in the post-digital, experience-based economy.

The second primary issue is the ratio of automation and a human touch. People have begun to use artificial intelligence, smart systems, and cloud-based hospitality solutions, which have transformed the experience of receiving services, yet the guests still tend to anticipate empathy, intuition, and sincere social interaction, which machines have yet to imitate completely (Gursoy et al., 2019; Tussyadiah & Miller, 2018; Hsu, 2024). The super-dependence on automation can destroy emotional connection, particularly in luxury and boutique contexts in which humanization of the experience is critical (Han & Hyun, 2017; Walls et al., 2011). Additionally, the preparedness of workers and training of employees and their digital literacy is an important obstacle to the adoption of sophisticated technologies. Digital transformation at the hotel level is unable to produce adequate results on guest satisfaction without appropriate staff alignment and empowerment processes (Cheng et al., 2023; Kabadayi et al., 2019). Moreover, dealing with the increase in the expectations of guests under the conditions of limited resources and sustainability brings an extra complexity to the situation. Visitors are more interested than ever in ethical, environment-friendly, and wellness-based experiences thereby posing a

challenge to organizations to create value-packed experiences within a tight budget, environmental regulations, and cultural sensitivities (Esfandyari et al., 2023; Hui, 2024; Draper & DeFranco, 2025). In addition to that, special interest tourists, e.g., wellness or heritage travelers, require more direct and significant experiences that may exhaust service operations and human resources (Wen & Wu, 2020; Jeong & Kim, 2020). The exposure to reputational risk is further increased by the volatility of the online reviews and real-time public reaction through outlets such as TripAdvisor or Google, which can be particularly harmful to brand equity even when there are only minor failures in the delivered services (Xiang et al., 2017; Zhou et al., 2023). Within this active context, organizations do not just have to react to variable and emerging guest demands, but also plan their digital, human, and moral capabilities to provide a lasting and emotionally gratifying guest experience.

5. Conceptual Framework Proposed by Author

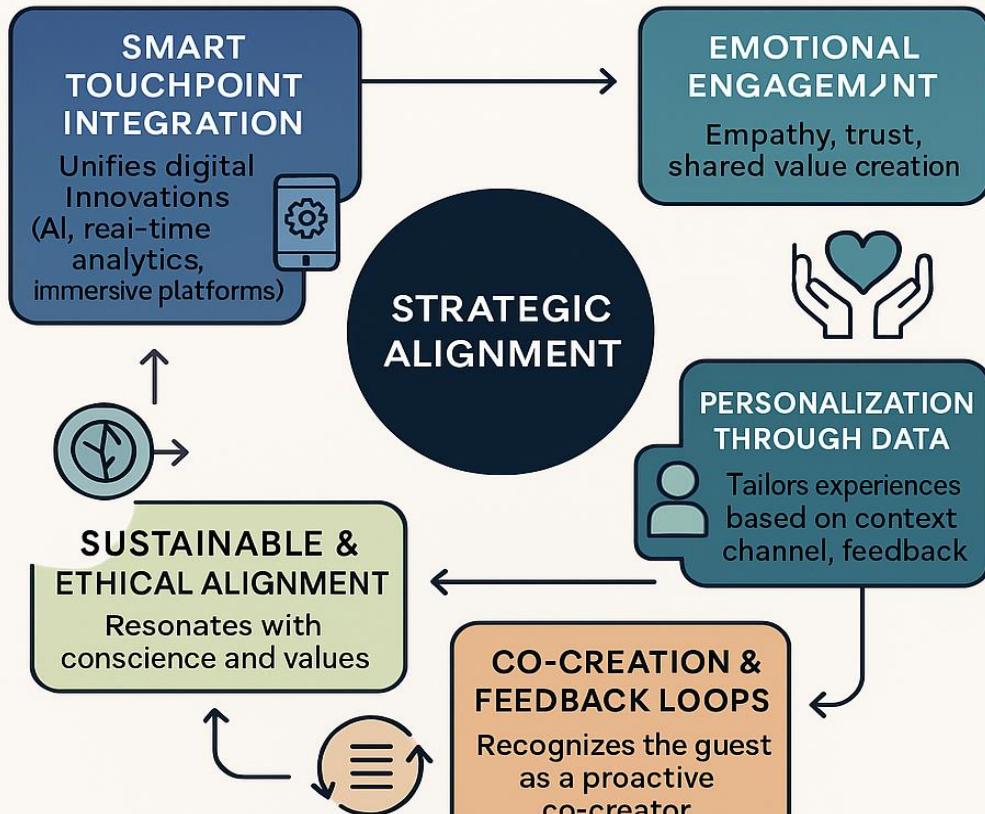
G.E.M. (Guest Experience Management) Framework is a strategic design that attempts to combine the technological, emotional, and operational aspects of guest experience.

It has five fully integrated elements or modules (1) Smart Touchpoint Integration, (2) Emotional Engagement (3) Personalization through data, (4) Co-creation & feedback loops and (5) Sustainable & ethical alignment. Digital innovations, including AI, real-time analytics, immersive platforms, among others, must be united with human-centered values, including empathy, trust, and the creation of shared value, as established in this model. It is also aware of the guest being a proactive co-creator and his/her expectations and behaviour plays a direct role in shaping service delivery and experience design. Strategic alignment forms the nucleus of the model and is aimed at making sure guest-facing technologies, the set of capabilities of staff members, brand values, and work processes are picked orchestrated to produce fluid, contemplative, and recollectable experiences. The G.E.M. framework is responsive enabling an organization to customize the experience of guests in terms of context (leisure, business, wellness tourism), channel (digital vs. in-person), and feedback. It is a design and diagnostic tool that allows

practitioners to identify the gaps, be innovative in services, and manage in a sustainable manner the expectations of

the modern guests that are continuously changing.

THE G.E.M. FRAMEWORK GUEST EXPERIENCE MANAGEMENT



6. Strategic Insights for Practitioners

Practitioners should utilize a human centered, holistic and technology empowered view to ensure good guest experience management and

upgrading. To keep up with the changing expectations, it is necessary to invest in integrated digital platforms that merge the data about customers and allow them to be personalized in

real-time. Meanwhile, the companies should focus on empowering their employees and educating them to combine their technological devices with emotional intelligence and empathy towards the service. Creating experiences with guests by co-creation Co-creating experiences with guests by way of feedback, customization, and social interaction builds loyalty and trust. And finally, the inclusion of sustainability and ethical practice in all segments of the guest experience is not only consistent with new customer ideals, but it also makes the brand resistant to change in an experience-driven economy.

7. Conclusion

Living in a time where experience-seeking consumption has become a part of life, the guest experience management has become a strategic focus in hospitality, tourism, as well as the service industries. The chapter has provided an understanding of how the potential of technologies AI, smart platforms, and immersive tools are transforming the expectations, but the necessity of emotional involvement, co-creative impact and sustainability still remains. These opportunities, notwithstanding every organization continues to struggle with the issues of automation versus human touch,

breakdowns in service and experience integration across service channels and aligning experiences with the increased ethical and environmental pressures. To maneuvers through this maze, practitioners can consider using an integrated model of convergence that integrates the notions of digital innovations, employee empowerment and strategic design-thinking. Given the insights and conceptual framework described above, the paper provides a map toward providing end-to-end, personalized, and meaningful guest experiences, which lead to customer loyalty and sustained value.

References

1. Ali, F., Amin, M., & Cobanoglu, C. (2016). An integrated model of service experience, emotions, satisfaction, and price acceptance: an empirical analysis in the Chinese hospitality industry. *Journal of Hospitality Marketing & Management*, 25(4), 449-475.
2. Amin, M., Ryu, K., Cobanoglu, C., & Nizam, A. (2021). Determinants of online hotel booking intentions: website quality, social presence, affective commitment, and e-trust. *Journal of Hospitality Marketing & Management*, 30(7), 845-870.

3. Buhalis, D., & Sinarta, Y. (2019). Real-time co-creation and nowness service: lessons from tourism and hospitality. *Journal of Travel & Tourism Marketing*, 36(5), 563-582.
4. Campos, A. C., Mendes, J., Valle, P. O. D., & Scott, N. (2018). Co-creation of tourist experiences: A literature review. *Current Issues in Tourism*, 21(4), 369-400.
5. Chattoth, P. K., Ungson, G. R., Harrington, R. J., & Chan, E. S. (2016). Co-creation and higher order customer engagement in hospitality and tourism services: A critical review. *International Journal of Contemporary Hospitality Management*, 28(2), 222-245.
6. Cheng, X., Xue, T., Yang, B., & Ma, B. (2023). A digital transformation approach in hospitality and tourism research. *International Journal of Contemporary Hospitality Management*, 35(8), 2944-2967.
7. Draper, J., & DeFranco, A. L. (2025). Travelers' Perceptions of Cultural, Economic, and Environmental Impacts. *Tourism Review International*, 29(2), 115-132.
8. Esfandyari, H., Choobchian, S., Momenpour, Y., & Azadi, H. (2023). Sustainable rural development in Northwest Iran: proposing a wellness-based tourism pattern using a structural equation modeling approach. *Humanities and Social Sciences Communications*, 10(1).
9. Golbabaei, F., Yigitcanlar, T., Paz, A., & Bunker, J. (2022). Understanding autonomous shuttle adoption intention: predictive power of pre-trial perceptions and attitudes. *Sensors*, 22(23), 9193.
10. Gretzel, U., Sigala, M., Xiang, Z., & Koo, C. (2015). Smart tourism: foundations and developments. *Electronic markets*, 25(3), 179-188.
11. Gursoy, D., Chi, O. H., Lu, L., & Nunkoo, R. (2019). Consumers acceptance of artificially intelligent (AI) device use in service delivery. *International journal of information management*, 49, 157-169.
12. Han, H., & Hyun, S. S. (2017). Impact of hotel-restaurant image and quality of physical-environment, service, and food on satisfaction and intention. *International Journal of Hospitality Management*, 63, 82-92.
13. Hsu, H. (2024). Facing the era of smartness-delivering excellent smart hospitality experiences through cloud computing. *Journal of Hospitality Marketing & Management*, 33(3), 333-359.
14. HUI, H. M. (2024). ECO-FRIENDLY BEHAVIOUR STUDY: FACTORS

AFFECTING REUSABLE
SHOPPING BAG PURCHASES
AMONG MALAYSIAN GEN
Z (Doctoral dissertation,
UNIVERSITI TUNKU ABDUL
RAHMAN).

15. Jeong, Y., & Kim, S. (2020). A study of event quality, destination image, perceived value, tourist satisfaction, and destination loyalty among sport tourists. *Asia Pacific Journal of Marketing and Logistics*, 32(4), 940-960.

16. Kabadayi, S., Ali, F., Choi, H., Joosten, H., & Lu, C. (2019). Smart service experience in hospitality and tourism services: A conceptualization and future research agenda. *Journal of Service Management*, 30(3), 326-348.

17. Kandampully, J., Zhang, T., & Jaakkola, E. (2018). Customer experience management in hospitality: A literature synthesis, new understanding and research agenda. *International Journal of Contemporary Hospitality Management*, 30(1), 21-56.

18. Launer, M. A., & Svenson, F. (2021). Suderburger Arbeitspapiere für Handel & Logistik Arbeitspapier Nr. 13.

19. Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of marketing*, 80(6), 69-96.

20. Pine, B. J., & Gilmore, J. H. (2001, September). Welcome to the experience economy. In *Health Forum Journal* (Vol. 44, No. 5, pp. 10-16). Health Forum.

21. Rita, P., & Ramos, R. F. (2022). Global research trends in consumer behavior and sustainability in E-Commerce: A bibliometric analysis of the knowledge structure. *Sustainability*, 14(15), 9455.

22. Tussyadiah, I., & Miller, G. (2018, December). Perceived impacts of artificial intelligence and responses to positive behaviour change intervention. In *Information and Communication Technologies in Tourism 2019: Proceedings of the International Conference in Nicosia, Cyprus, January 30–February 1, 2019* (pp. 359-370). Cham: Springer International Publishing.

23. Walls, A., Okumus, F., Wang, Y., & Kwun, D. J. W. (2011). Understanding the consumer experience: An exploratory study of luxury hotels. *Journal of Hospitality Marketing & Management*, 20(2), 166-197.

24. Wen, J., & Wu, M. Y. (2020). How special is special interest tourism—and how special are special interest

tourists? A perspective article in a Chinese context. *Current Issues in Tourism*, 23(16), 1968-1972.

25. Xiang, Z., Du, Q., Ma, Y., & Fan, W. (2017). A comparative analysis of major online review platforms: Implications for social media analytics in hospitality and tourism. *Tourism management*, 58, 51-65.

26. Yung, Ryan, and Catheryn Khoo-Lattimore. "New realities: a systematic literature review on virtual reality and augmented reality in tourism research." *Current issues in tourism* 22, no. 17 (2019): 2056-2081.

27. Zhou, Z., Wang, Y., Zheng, Y., & Liu, S. (2023). Effects of brand community social responsibility: roles of collective self-esteem and altruism. *Journal of Brand Management*, 30(4), 347.