

Tourism Service Innovation Strategy Model Based on Tourist Experience to Increase Satisfaction and Loyalty

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ABSTRACT

Tourism development in Bukittinggi City faces challenges in improving service quality, meaningful tourist experiences, and tourist loyalty due to changing tourist behavior. Unlike previous studies that examined service innovation, tourist experience, satisfaction, and loyalty separately, this study offers a strategic model positioning tourist experience as the basis for service innovation to enhance tourist satisfaction and loyalty. This quantitative study employed an explanatory design through an analytical survey of 75 tourists visiting major destinations in Bukittinggi City. Respondents were selected using purposive sampling based on their experience of visiting and receiving tourism services during the study period. Data were collected through Likert-scale questionnaires, observation, and documentation, then analyzed using univariate analysis, Pearson correlation, multiple linear regression, and path analysis. The results showed good service innovation (70.7%), positive tourist experience (74.7%), high satisfaction (72.0%), and high loyalty (68.0%). Service innovation was significantly associated with satisfaction ($p=0.001$; $r=0.59$), while tourist experience was significantly associated with loyalty ($p=0.002$; $r=0.54$). Path analysis indicated that tourist experience significantly influenced loyalty through tourist satisfaction ($\beta=0.41$; $p<0.001$). These findings highlight the importance of experience-based service innovation in strengthening tourist satisfaction and loyalty. Local governments and tourism businesses should improve digital services, human resource quality, authentic cultural experiences, and satisfaction evaluation.

INTRODUCTION

Tourism is one of the strategic sectors in global economic development because it is able to create jobs, increase people's income, and encourage creative economic development in various regions. The change in tourism Paradigm after the Covid-19 pandemic shows that travelers are no longer just looking for physically attractive destinations, but also expect meaningful, personal, safe and quality experiences while traveling. These conditions cause tourist destinations to be able to adapt through service innovation that is oriented to the needs and experiences of tourists. Therefore, the ability of destinations to create positive experiences is an important factor in maintaining tourism competitiveness. (UN Tourism, 2024).

The development of the modern tourism industry shows a change in tourist behavior from product-based consumption patterns to experience-based consumption (experience-based consumption). Travelers today assess the quality of destinations not only based on the available attractions, but also based on the quality of service interactions, ease of access to information, convenience of facilities, and emotional value obtained during the trip. A positive travel experience will increase satisfaction and encourage travelers to revisit and recommend destinations to others. Thus, service innovation is an important approach in creating long-term relationships between destinations and tourists. (Rather, 2021; Mulkunee & Monpanthong, 2022).

Indonesia as a country with great natural and cultural wealth has high opportunities in the development of the tourism sector. However, the increase in tourist arrivals is also accompanied by challenges in providing consistent services, sustainable destination management, and the ability of Tourism actors to meet increasingly complex tourist expectations. Competition between tourism regions causes each destination to have a differentiation strategy through service innovation, the use of digital technology, and the creation of tourist experiences that have unique value. These conditions indicate that the success of the destination is determined not only by the number of visits, but also the level of satisfaction and loyalty of tourists. (Ministry of Tourism and Creative Economy, 2023).

West Sumatra province is one of the regions in Indonesia that has excellent tourism potential based on nature, culture, history, and culinary. The uniqueness of Minangkabau culture is the main attraction that distinguishes West Sumatra from other destinations. The development of the West Sumatra tourism sector shows an increase in tourist activity after the pandemic recovery period, marked by increased tourist visits and accommodation activities. Central Statistics Agency Data shows that foreign tourist visits through Minangkabau International Airport in December 2024 reached 7,550 visits, with a star hotel room occupancy rate of 51.96%.

One of the areas that became the center of tourism activities of West Sumatra is the city of Bukittinggi. This city has a strategic position as a major destination because it offers a combination of historical, cultural, natural, and culinary attractions that attract domestic and foreign tourists. The existence of tourist areas such as jam Gadang, Sianok Canyon, culinary centers, and Minangkabau cultural activities make Bukittinggi a tourist city that has a high intensity of interaction between tourists and service providers. These conditions make Bukittinggi a relevant location to examine how service innovation can shape the tourist experience and increase their loyalty.

Although it has a strong tourist attraction, the tourism development of Bukittinggi city still faces various service challenges. Some of the problems that arise are related to the quality of service interaction, the limitations of digital innovation, variations in the quality of tourist facilities, and the not optimal creation of integrated tourist experiences. Modern travelers have increasingly high expectations for the ease of obtaining information, personalized service, convenience of facilities,



and authentic experience during a visit. If the service received is not in accordance with expectations, it can have an impact on the level of satisfaction and the decision of tourists to revisit.

Tourist satisfaction is an important indicator in the success of Destination Management because it is directly related to tourist loyalty behavior. Satisfied travelers tend to have the intention to return to visit, give positive reviews, and recommend destinations to other potential travelers. Conversely, negative experiences due to less than optimal service can lead to a deterioration in the image of the destination. Therefore, a service innovation strategy is needed that is able to connect service quality with the emotional experience of tourists. (Kandampully et al., 2022).

Previous research has shown that travel experiences have a significant effect on tourist satisfaction and loyalty. The Mulkunee and Monpanthong (2022) study found that the quality of the destination experience contributes to satisfaction which then affects traveler loyalty. Other studies have also shown that a positive travel experience can improve a traveler's decision to make a return visit through the mediating role of tourist satisfaction. (Muhammad et al., 2025).

In addition to the tourist experience, service innovation is an important factor in facing the changing needs of tourists. Service innovation includes the development of technology-based services, increasing the competence of human resources, providing information that is easily accessible, as well as the creation of tourist activities that provide added value. However, most previous studies have focused on the direct relationship between service quality, satisfaction, and customer loyalty, while studies on service innovation strategy models that integrate the tourist experience are still relatively limited, especially in regional tourist destinations such as Bukittinggi City.

These gaps indicate the need to develop a model that explains how service innovation can be designed based on the traveller experience to generate satisfaction and loyalty in a sustainable manner. An experience-based approach is important because tourists not only evaluate the tourism product, but also the entire interaction process from information retrieval, travel, activities while at the destination, to the experience after returning from the trip. Thus, the service strategy should be directed towards the creation of experiences that have functional, emotional and social value.

Based on these conditions, research on tourism service innovation strategies based on tourist experience is important in Bukittinggi City. This study is expected to provide an empirical description of the service factors that contribute to the formation of tourist experience, satisfaction, and loyalty of tourists. In addition, the results of the study can be the basis for local governments and tourism industry players in developing strategies to improve service quality that are more adaptive to changes in tourist behavior.

The urgency of this research is getting stronger because the sustainability of tourist destinations depends not only on the ability to attract new tourists, but also retain tourists who have visited. Tourist loyalty is an important asset because it can create promotions through recommendations, improve the image of destinations, and support local economic growth. Therefore, an innovative approach is needed that is able to make the service as part of a memorable tourist experience.

Based on the description, the researchers are interested in conducting research entitled "model of Tourism Service Innovation Strategy Based on tourist experience to increase tourist satisfaction and loyalty in Bukittinggi City". The interest of this research is based on the need to produce a strategic model that is applicable to the development of regional tourism, especially in improving the quality of services through the tourist experience approach. The resulting Model is expected to

be an operational recommendation for destination managers in creating innovative services, increasing satisfaction, and building sustainable tourist loyalty.

METHODS

This study uses a quantitative approach with explanatory research design through analytical survey methods to examine the effect of tourism service innovation based on tourist experience on tourist satisfaction and loyalty. The study was conducted on several major tourist destinations in the city of Bukittinggi, West Sumatra. The study population was all tourists visiting during the study period, with a sample of 75 respondents selected using purposive sampling technique. Respondents meet the criteria of at least 17 years old, have visited tourist destinations in Bukittinggi City at least once, have used Tourism Services (Accommodation, culinary, transportation, tourist information, or destination services), and are willing to participate in research. The number of samples was determined taking into account the adequacy for multivariate regression analysis, that is, a minimum of 15-20 respondents for each independent variable. Data were collected using a structured questionnaire with a five-point Likert scale based on theoretical studies and previous research. Service innovation variables are measured through indicators of product/service innovation, process, technology, and service interaction; tourist experience through sensory, affective, cognitive, behavioral, and relational dimensions; satisfaction through conformity of expectations, service quality, and overall satisfaction; while loyalty is measured based on the intention to return, willingness to recommend, and commitment to return.

Before being used, the instrument tested the validity of the contents through expert assessment and empirical validity using Pearson correlation, while the reliability was assessed using cronbach's Alpha coefficient with a value of $\alpha \geq 0,70$ as a reliable criterion. Supporting Data were obtained through field observation and documentation of service conditions and tourist facilities. Data analysis was carried out in stages including univariate analysis to describe the characteristics of respondents and research variables, bivariate analysis using Pearson correlation, and multivariate analysis using multiple linear regression and path analysis to test the direct and indirect influence between variables. Prior to regression analysis, classical assumptions including normality, multicollinearity, heteroscedasticity, and linearity were first tested to ensure that the model met the requirements of the analysis, with all hypothesis tests using a significance level of 5% ($\alpha = 0.05$). This study pays attention to the ethical aspects of research by providing an explanation of the objectives, procedures, benefits, and rights of respondents before data collection is carried out. Each respondent is asked to give consent after explanation (informed consent) voluntarily, and guaranteed confidentiality of identity and information provided. The respondent has the right to refuse or stop participation in the study without any consequences.

RESULTS

1. Distribution of Research Variables Based on the Perception of Tourists in the City of Bukittinggi

Univariate analysis was conducted to describe the characteristics of respondents and the distribution of each research variable which includes tourism service innovation, tourist experience, tourist satisfaction, and tourist loyalty. The results of the analysis are presented in the form of frequency distribution and percentage as a picture of the condition of tourism services perceived by tourists in the city of Bukittinggi.



Tabel 1. Distribution of Research Variables Based on the Perception of Tourists in the City of Bukittinggi (n=75)

Research Variables	Categories	Frequency (f)	Percentage (%)	Mean	SD
Tourism Service Innovation	Less good	10	13.3	2.57	0.72
	Good enough	12	16.0		
	Good	53	70.7		
Tourist Experience	Less positive	8	10.7	2.64	0.68
	Quite positive	11	14.6		
	Positive	56	74.7		
Satisfaction of Tourists	Low	9	12.0	2.60	0.70
	Medium	12	16.0		
	High	54	72.0		
Loyalty of Tourists	Low	10	13.3	2.55	0.72
	Medium	14	18.7		
	High	51	68.0		

Based on table 1, in general, respondents gave a positive assessment of all research variables. The tourist Experience variable obtained the highest mean value of 2.64 with 74.7% of respondents in the positive category, which shows that the tourist experience is the aspect that is most felt by tourists. Furthermore, satisfaction of Tourists and Tourism Service Innovation variables also showed good ratings, with the majority of respondents in the High/good category. Meanwhile, the loyalty of Tourists variable has the lowest mean value of 2.55, but remains in the high category, which indicates that tourists have a tendency to return to visit and recommend tourist destinations in Bukittinggi. The relatively small value of standard deviation in all variables indicates that the perception of respondents tends to be homogeneous.

2. Tourism Service Innovation Strategy Model Based on Tourist Experience to Increase Tourist Satisfaction and Loyalty

Bivariate analysis was conducted to determine the relationship between the independent variable and the dependent variable of the study. The test used is Pearson correlation to see the relationship between tourism service innovation with tourist satisfaction and tourist experience with tourist loyalty. The relationship is said to be meaningful when the p-value <0.05.

Table 2. The Relationship Between Service Innovation and Tourism Experience on the Satisfaction and Loyalty of Tourists in the City of Bukittinggi

Independent Variable	Dependent Variable	R value	Relationship Direction	p-value
Tourism Service Innovation	Satisfaction Of Tourists	0.590	Strong positive	0.001
Tourist Experience	Satisfaction Of Tourists	0.640	Strong positive	<0.001
Tourist Experience	Loyalty Of Tourists	0.540	Medium positive	0.002

Satisfaction Of Tourists	Loyalty Of Tourists	0.610	Strong positive	<0.001
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Based on table 2 shows that there is a significant relationship between tourism service innovation with tourist satisfaction with a correlation value of $r=0.590$ and $p\text{-value}=0.001$. This shows that the better the service innovation provided, the higher the level of satisfaction of tourists. Traveller experience also had a significant relationship with traveller satisfaction ($r=0.640$; $p<0.001$), indicating that positive experiences during travel contributed to increased traveller satisfaction. In addition, traveller experience was significantly associated with traveller loyalty ($r=0.540$; $p=0.002$), and traveller satisfaction was strongly associated with traveller loyalty ($r=0.610$; $p<0.001$).

Table 3. The Results of Multiple Linear Regression Analysis of the Effect of Tourism Service Innovation and Tourist Experience on Tourist Satisfaction

Independent Variable	Regression Coefficient (β)	t-count	p-value	Description
Tourism Service Innovation	0.32	3.214	0.002	Significant
Tourist Experience	0.48	4.876	<0.001	Significant
Model Value	$R^2 = 0.52$ $F = 39.18$		<0.001	Significant

Based on table 3, it is known that the innovation of tourism services and tourist experience simultaneously significantly affect the satisfaction of tourists in Bukittinggi ($F=39.18$; $p<0.001$). The coefficient of determination (R^2) of 0.52 indicates that 52% of the variation in tourist satisfaction can be explained by the variable innovation of tourism services and tourist experience, while the other 48% is influenced by other factors outside the research model.

Table 4. The Results of the Analysis of the Influence of the Path of Tourist Experience on Tourist Loyalty Through Tourist Satisfaction

Variable Relationship	Direct Effect (β)	Indirect Effect (β)	Total Effect (β)	P-value	Description
Tourist Experience and Tourist Loyalty	0.41	0.19	0.60	<0.001	Significant direct and total effect
Tourist Experience and Tourist Satisfaction	0.48	-	0.48	<0.001	Significant direct effect
Tourist Satisfaction and Tourist Loyalty	0.39	-	0.39	0.001	Significant direct effect
Mediating effect of Tourist Satisfaction in the relationship between Tourist Experience and Tourist Loyalty	-	0.19	0.19	<0.001	Significant indirect effect (partial mediation)

Based on the results of path analysis, tourist experience proved to have a positive and significant effect on the loyalty of tourists with a path coefficient value of $\beta = 0.41$ ($p < 0.001$). In addition to the direct influence, the tourist experience also has an indirect influence through the



satisfaction of tourists amounted to $\beta = 0.19$ ($p < 0.001$), resulting in a total influence of $\beta = 0.60$ on the loyalty of tourists. This result shows that tourist satisfaction acts as a partial mediator, where a positive tourist experience can increase tourist loyalty directly or through increased satisfaction felt during a visit to a tourist destination in Bukittinggi.

DISCUSSION

1. Distribution of Research Variables Based on the Perception of Tourists in the City of Bukittinggi

The results showed that the innovation of tourism services in the city of Bukittinggi was rated well by most tourists (70.7%). These findings indicate that efforts to improve the quality of service undertaken by destination managers and tourism businesses have added value to the tourist experience. In the context of modern tourism, service innovation is not only understood as the application of new technologies, but also includes the ability of destinations to create service processes that are more effective, responsive, and oriented to the needs of tourists. This is in line with the views of the OECD (2020) and the Ministry of Tourism and Creative Economy of the Republic of Indonesia (2023) that service innovation is an important factor in improving the competitiveness of destinations through the creation of new value for tourists. The characteristic of Bukittinggi City as a tourist destination based on interaction between tourists, local communities, and service providers makes Service Innovation a strategic element in building a higher quality tourist experience.

Although most tourists give a positive assessment, there are still respondents who assess service innovation is not optimal. This condition shows that improving service quality needs to be done continuously, especially through strengthening the integration of digital services, ease of access to tourist information, consistency of service standards, and increasing the competence of tourism human resources. These findings reinforce the research of Gretzel et al. (2020) which explained that digital transformation in tourism needs to be directed to improve ease of access to information and create services that are more adaptive to changes in tourist behavior. Managerially, the development of service innovation in Bukittinggi not only focuses on providing physical facilities, but also on the ability of Tourism actors to provide personalized and quality services, because human interaction is still an important component in the formation of tourist perceptions of destinations.

On tourist experience variables, the results showed that the majority of tourists had a positive tourist experience (74.7%). These findings indicate that the tourist attraction of Bukittinggi is not only derived from the existence of tourist attractions, but also from a combination of cultural values, destination environment, social interaction, quality of Service, and the tourist atmosphere felt during the visit. These results support the concept of experience economy developed by Pine and Gilmore (2020), which explains that experiences are becoming a key source of value in the service industry because tourists are not only looking for products, but also memories and emotional engagement. Previous research has also shown that positive travel experiences contribute to increased satisfaction and the tendency of tourists to revisit (Rasoolimanesh et al., 2021). Thus, the findings of this study reinforce the understanding that the tourist experience is a strategic asset that can distinguish a destination from other destinations.

The experience of tourists in this study also shows that destination management needs to pay attention to the entire tourist journey, starting from the information search stage, the arrival process, activities while at the destination, to the evaluation after the visit. Tourists form perceptions

through various points of interaction (touch points) involving services, facilities, destination environments, and social relationships with local communities. Therefore, the managerial implication of this finding is the need for a destination management strategy that not only maintains the main attraction of Bukittinggi City, but also improves the quality of service interaction and creates a more memorable experience. Theoretically, the results of this study reinforce the view that service innovation and tourist experience is an important factor in building destination value and the basis for the formation of tourist satisfaction and loyalty.

2. Tourism Service Innovation Strategy Model Based on Tourist Experience to Increase Tourist Satisfaction and Loyalty

The results of the analysis showed that tourism service innovation, tourist experience, tourist satisfaction, and tourist loyalty have a significant relationship. The relationship between tourism service innovation and tourist satisfaction shows that improving the quality of service innovation contributes to the formation of positive tourist evaluation of destinations ($r=0.590$; $p=0.001$). These findings reinforce the view that service innovation is a strategic factor in the tourism industry because it is able to create added value through ease of access to information, improving the quality of service interaction, and meeting the needs of tourists during the trip. In line with Parasuraman et al. (2020), traveler satisfaction is formed when the quality of Service received is able to meet or exceed user expectations. In the context of Bukittinggi City, the characteristics of destinations that have intensive interaction between tourists, local communities, and businesses make service innovation an important element in creating a better quality tourist experience.

The findings of this study also support the research of Tajeddini et al. (2021) which explains that the ability of tourism organizations to innovate services has an effect on improving service quality and customer satisfaction. However, service innovation in the context of tourism is not only related to the use of digital technology, but also includes process innovation, increasing the competence of human resources, as well as the ability to create more personalized service interactions. Therefore, theoretically this study reinforces the concept that service innovation is an integral part of the value creation of tourist experiences, not just as an operational instrument of Service. Managerially, Bukittinggi tourism management needs to develop innovations that integrate digital technology with local cultural characters, such as providing easily accessible tourist information, improving service quality based on tourist needs, and strengthening the capacity of tourism human resources.

The significant relationship between traveler experience and traveler satisfaction ($r=0.640$; $p<0.001$) shows that the experience felt during the trip is an important factor in shaping the traveler's evaluation of the destination. This finding is in line with Pine and Gilmore's (2020) concept of experience economy, which explains that modern travelers are not only looking for tourism products, but also experiences that have emotional and personal value. The results of this study also support Rather (2021) which found that positive destination experiences contribute to increased satisfaction and tourist attachment to a destination. In the context of Bukittinggi, the positive experience is not only formed from the tourist attraction, but also through a combination of Minangkabau cultural values, community friendliness, destination atmosphere, and quality of Service received by tourists. This shows that the strength of the destination lies not only in the attractions, but also in the ability to create a memorable experience during the entire tourist trip.

In addition to being related to satisfaction, tourist experiences have also been shown to have a significant relationship with tourist loyalty ($r=0.540$; $p=0.002$). These findings suggest that positive



experiences can build a traveler's attachment to a destination, increasing the likelihood of revisiting and recommending it to others. These results are consistent with Rasoolimanesh et al. (2021) which explains that the destination experience is an important factor in shaping the post-visit behavior of tourists. Theoretically, these findings reinforce the traveler behavior model that loyalty is not only formed through satisfaction with a particular service, but through the accumulation of positive experiences involving cognitive, emotional and social aspects. From a managerial perspective, this condition shows that the marketing strategy of Bukittinggi destination can be directed to the creation of authentic and memorable experiences so that the promotion does not only depend on formal marketing activities, but also through voluntary recommendations from tourists.

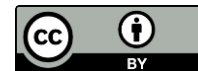
The results of the pathway analysis further strengthened the relationship by showing that the tourist experience has a direct influence on the loyalty of tourists ($\beta=0.41$; $p<0.001$) and indirect influence through the satisfaction of tourists ($\beta=0.19$; $p<0.001$). These findings suggest that tourist satisfaction acts as a partial mediator that explains how tourist experiences can translate into loyalty. These results are in line with Kandampully et al. (2022) which explains that satisfaction is an important mechanism in building long-term relationships between customers and service providers. Thus, the study makes a theoretical contribution by reinforcing the understanding that tourist loyalty is the result of a satisfaction-mediated experience evaluation process, not just a direct result of destination quality.

Overall, the results show that service innovation and tourist experience is an important factor in increasing the satisfaction and loyalty of tourists in the city of Bukittinggi. Service innovation plays a role in creating ease and quality of interaction, while the tourist experience strengthens the emotional connection with the destination. The managerial implications of this study is the need for tourism development strategies that not only focus on improving physical facilities, but also on managing the entire tourist journey, ranging from access to information, quality of service, social interaction, to the experience after the visit. This approach is important to create a destination that is competitive, sustainable, and able to maintain the loyalty of tourists.

CONCLUSIONS

Based on the results of the study it can be concluded that innovation-based tourism services tourist experience is an important factor in shaping the satisfaction and loyalty of tourists in the city of Bukittinggi. Research findings show that tourists give a positive assessment of service innovation, travel experience, satisfaction, and loyalty to the destination. The relationship between service innovation and customer satisfaction shows that the ability of destinations to provide services that are adaptive, responsive, and in accordance with the needs of tourists can increase positive evaluations of destinations. In addition, tourist experience has proven to have an important role in building loyalty, both directly and through tourist satisfaction as a mediating variable.

Theoretically, this study contributes to the development of Tourism Management Studies by strengthening the understanding that service innovation and tourist experience is a major component in building tourist satisfaction and loyalty. This research model confirms that the loyalty of tourists is not only influenced by the quality of services received, but also through the process of forming a positive experience that then increases the satisfaction of tourists. In practical terms, the results of the study provide implications for destination managers and tourism businesses in Bukittinggi to develop service strategies oriented to the tourist experience through improving the quality of human resources, the use of digital technology, the provision of easily accessible tourist information, as well as the creation of more personalized and sustainable service interactions.



This study has some limitations that need to be considered in future research. Therefore, future research is recommended to involve a larger number of samples, use a mixed method approach with qualitative exploration, and expand the research location so that the tourist experience-based tourism service innovation strategy model can be developed and tested more comprehensively on various destination characteristics.

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