Using the Business Model Concept as a Broad-based S-O-R (Stimulating-Organism-Response) Consumer Behavior Model for Tourism Industry: The Case of Bagan, Myanmar

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Abstract

This article aims to make a threefold contribution to the body of knowledge in the field of tourism studies. A configuration structure of tourism business model that integrates the joint role of supply-side and demand-side factors, in explaining meaningful and satisfactory tourist experience, is the first contribution which fills the gap of the extant literature. While the supply-side factors include destination and food experiences, and involve local culture and multiplicities of experiences, the demand-side factors consider personality traits, and various preferences of trip characteristics such as familiarity-novelty and distance of tour sites. The second contribution is accomplished by the use of a survey-based method to provide the empirical evidences to the validity of the proposed business model by supporting the three hypotheses posited. In particular, the third contribution is evidenced by the mediating role of perceived meaningfulness and tourist satisfaction in the business model to yield impact on tourist loyalty, which manifests the S-O-R (Stimulating-Organism-Response) framework of consumer behavior. The three hypotheses raised are statistically studied based primarily on multiple regression analysis, but the explanations of the details such as relevancy with the various segmentation variables are enabled by the use of the Analysis of Variance (ANOVA), t-test and k-mean clustering algorithm. The article also presents numerous implications, and areas of limitation and further research.

Keywords: business model, tourism, consumer behavior, tourist satisfaction, tourist loyalty, Bagan

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บทคัดย่อ

บทความนี้มีวัตถุประสงค์เพื่อนำเสนอความรู้ใหม่ต่อสถานภาพองค์ความรู้ด้านอุตสาหกรรม
การท่องเที่ยวรวม 3 ประเด็นดังนี้ ประเด็นที่หนึ่ง บทความได้นำเสนอแบบจำลองธุรกิจ
ด้านการท่องเที่ยวที่ปรับโครงสร้างใหม่โดยผสมผสานบทบาทร่วมของผู้ให้บริการและ
ผู้ใช้บริการในการอธิบายถึงประสบการณ์ด้านการรับรู้คุณค่าและความพึงพอใจของนัก
ท่องเที่ยว ทั้งนี้ ด้านผู้ให้บริการได้พิจารณาถึงตัวแปรด้านประสบการณ์เกี่ยวกับแหล่ง
ท่องเที่ยวและอาหาร วัฒนธรรมท้องถิ่นและความหลากหลายของประสบการณ์ ส่วนด้าน
ผู้ใช้บริการได้พิจารณาถึงตัวแปรด้านบุคลิกภาพของนักท่องเที่ยวและลักษณะของการ
เดินทางท่องเที่ยว เช่นความพึงพอใจในประสบการณ์แปลกใหม่หรือประสบการณ์ที่คุ้น
เคยและระยะทางสู่แหล่งท่องเที่ยว ประเด็นที่สอง บทความได้นำแบบจำลองดังกล่าว
มาทำการศึกษาวิจัยโดยใช้วิธีการสำรวจเพื่อให้ได้ข้อมูลเชิงประจักษ์ ซึ่งผลการวิจัยได้พบ
ว่าแบบจำลองธุรกิจด้านการท่องเที่ยวดังกล่าวข้างต้นมีความถูกต้องเนื่องจากสมมุติฐาน
ทั้งสามที่ตั้งไว้ได้รับการยอมรับ

ประเด็นที่สาม ผลการวิจัยแสดงให้เห็นถึงอิทธิพลของตัวแปรส่งผ่านคือ
การรับรู้คุณค่าและความพึงพอใจของนักท่องเที่ยว ซึ่งส่งผลต่อความภักดีของนักท่องเที่ยว
ตามกรอบแนวคิดสิ่งกระตุ้นทางการตลาดและการตอบสนอง (S-O-R Stimulating-
Organism-Response) ของพฤติกรรมผู้บริโภค งานวิจัยนี้ได้ใช้สถิติการวิเคราะห์ถดถอย
พหุคูณ (multiple regression analysis) ในการทดสอบสมมุติฐานทั้งสามข้อ ร่วมกับ
การวิเคราะห์ความแปรปรวน (ANOVA), การทดสอบ T-Test และ การวิเคราะห์การจัด
กลุ่มด้วยวิธี K-means ในการอธิบายรายละเอียดต่างๆ เช่น ความเกี่ยวข้องของตัวแปร
ด้านส่วนแบ่งการตลาด บทความนี้ยังได้นำเสนอนัยยะสำคัญ ข้อจำกัด และข้อเสนอแนะ
ต่อการวิจัยในอนาคต

คำสำคัญ: แบบจำลองทางธุรกิจ การท่องเที่ยว พฤติกรรมผู้บริโภค ความพึงพอใจของ
นักท่องเที่ยว ความภักดีของนักท่องเที่ยว เมืองพุกาม

Introduction

The business model concept is relatively new in the fields of strategic management and marketing (Daft and Albers, 2013; Pereira and Caetano, 2015; Shafer, Smith and Linder, 2005), and thus has several important advantages, both internal and external. Internal advantages are leveraging and building the business and maximizing value creation (Achitenhagen, Melin, and Naldi, 2013); external advantages are gaining a competitive advantage (Markides and Geroski, 2005) and establishing a winning position in the marketplace (Pereira and Caetano, 2015). Nevertheless, there is a lack of research focusing on the business model concept in the study of consumer or tourist behavior. This research attempts to make a three-fold contribution in this area, as described below.

First, a configuration approach to the business model, which captures systemic constellations of resource-based, tourist-driven and interpretatively-oriented elements, is suggested directly from the extant literature of tourism. Second, the business model is then applied to study the behaviors and perceptions of domestic tourists experiencing the attractions available in Bagan, Myanmar. The second purpose is accomplished by empirically assessing the ability of the joint role of supply-side and demand-side factors of the business model in explaining the variance in both perceived meaningfulness and tourist satisfaction. The latter two constructs are purported to measure the cognitive and overall perceptions of whether the tourists' experiences have met their expectations. In addition, getting feedback on what makes tourists perceive their experiences as meaningful and satisfied also provides the direction to trigger corrective or preventive actions to reduce the incongruity of performance expectation. Moreover, a customer-oriented perspective of performance should be central in strategy development as it bridges the theories of both the resource-based view and market positioning. Third, the business model configuration is shown to actually manifest a broad-based consumer psychological framework that can be described by the concept of S-O-R model (Stimulating-Organism-Response) (Mehrabian and Russell, 1974). The third research purpose is accomplished by studying whether perceived meaningfulness and tourist satisfaction mediate the relationship between the stimulating factors of the supply-and-demand-side aspects of the tourism business model and tourist loyalty. In this way, the research

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contributes by offering the tourism industry and entrepreneurs a perspective to design appropriate marketing elements, such as value propositions (defined as the factors and strategies that drive positive perceived meaningfulness and tourist satisfaction, and thus loyalty).

The use of tourists' perceptions of their experiences during visits to Bagan is useful, as Myanmar could use the insights and discoveries of this research to guide policy development. In 2013, the tourism industry in Myanmar comprised only 1.16 percent of the country's total GDP, estimated at MMK 949.6 billion, compared to its neighboring country, Thailand, where tourism amounted to 3.7 percent of GDP the same year (World Travel and Tourism Council, 2014). The use of the business model also is aligned with the competitiveness-induced pillars as recommended by the World Economic Forum (2015). This research comes at an advantageous time when Myanmar has outpaced the rest of the world to become the world's fastest-growing economy (World Economic Forum, 2016). Implications of the research results, which suggest areas for policy inclusion and issues for further research, are also discussed in the conclusion section.

Literature Review

As more and more tourism products and services are introduced in the global market, tourist experiences which describe perceptions of the tour and travel (Baum, 2005) would gradually become important variables to consider. By using the metaphor of behavior as drama (Grove and Fisk, 1992) to better deliver tourist experiences, the concept of service can be applied in which tourist experiences are developed and staged to create memorable experiences and emotional connections (Pine and Gilmore, 2013). It is along the gradual stages of tourist experience development, according to Boswij, Thijssen and Peelen (2007), that the tourism industry and tourists can possibly co-create and co-participate to create better tourist programs. Tan, Kantabutra, Nakeeree and Ponsata (2015), using a hermeneutical phenomenology approach, conceptualize tourist experiences as resulting from the interaction between tourists and the different stages of the tourism business model. Nevertheless, Tan et al. (2015) do not present a broad-based configuration structure for the business model, which is actually important as it may help researchers and practitioners to identify where and how the themes of tourist experience can be positioned in the business model. This research thus focuses on reviewing the body of knowledge in an attempt to suggest a broad-based structure to explain the business model, which eventually leads to suggesting a conceptual model that captures the theme of the S-O-R (Stimulating-Organism-Response) model of consumer behavior (Mehrabian and Russell, 1974).

The business model defines how an enterprise creates and delivers value to customers (Teece, 2010: 173) and in return captures the value (Shafer, Smith and Linder, 2005: 202) by using creative revenue streams and learning compounding strategies. As the business model concept aims to gain sustainable competitive advantages, a review of the extant literature concludes that the model is best configured to establish a linkage between resources and the demand characteristics of tourists (cf. Morris, Schindehutte and Allen, 2005), as shown in Figure 1. For instance, in an attempt to create a distinctive destination attraction, the tourism industry can develop and use the resources of unique attraction sites through creative spatial capacity development (Mascardo and Laws, 2000). This supply-side creation of value, shown by the production and design box on the left-hand side of Figure 1, is important as destination resources could have inherited some unique and heterogeneous characteristics when compared to other regions. However its real potential can only become reality after being strategically organized, which is a theme of the resource-based view (Barney, 1991).
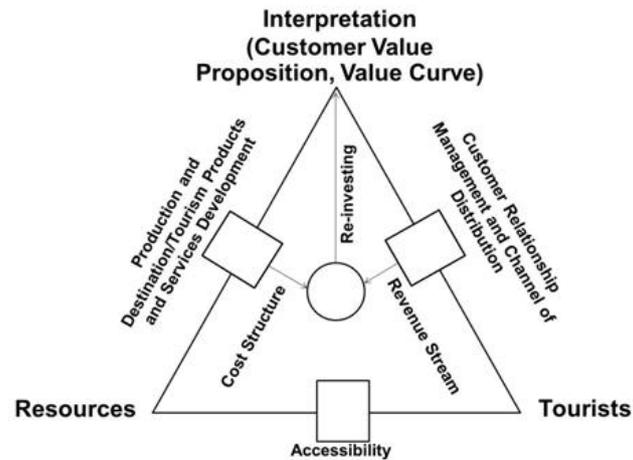
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Figure 1: Business Model Systems Structure (Source: Developed for this Research)

In the tourism industry, interpretations of the value offered to the tourists are important, and comprise an important bridge between the supply aspect of resources and the demand side of the tourists. Because of the heterogeneous nature of trip experiences, which involve many experiential touch points of the business model, unintended interpretations by the tourists are often the norm. The use of the contact theory of social psychology (Cook, 1962) could help to illustrate possible areas of unintended interpretations, such as those caused by ineffective tourism promotional materials (De Kadt, 1979). Examples are linguistic barriers (Pool, 1965) and the in-group relationship effect - when the tourist group is not open to the local community's perspectives (Anastasopoulos, 1992). To reduce interpretation-induced errors, and also as a part of the demand-side tourism management, the relational marketing efforts that involve community participation (Lumsdon, 1997) and customer relationship management and communication channels are added, as shown in the right-hand side of Figure 1.

Figure 1 thus concludes a configuration structure for the tourism business model that fulfills the first purpose of this research study. Specifically, the business model shown utilizes the advantages of

resources (Barney, 1991), relational effectiveness and efficiency (Dyer and Singh, 1998), and value-chain linkages (Porter, 1985) through creative content creation and responsible governance. The configuration approach to the tourism business model design helps to narrow down an overwhelming mass of data into a streamlined structure that provides simplicity in explaining the phenomena of tourist behavior and strategic performances of the tourism industry (Kulins, Leonardy and Weber, 2016).

Research Method

The threefold research objective is addressed by the deductive research approach. While the literature review section has addressed the first research objective, the second objective would use post-purchase quantitative-based surveys asking tourists to report their perceptions, preferences and attitudes regarding the overall trip experience. The second purpose of this research is to study the joint role of supply-side and demand-side factors of the proposed tourism business model in explaining the variance in the perceived meaningfulness and satisfaction of tourists. This is shown in Figure 2, which uses the business model concept of Figure 1 to study tourist behavior. The use of perceived meaningfulness is appropriate as meaning is often defined as a perception or an interpretation (Kleine and Kernan, 1991) which arises from the interaction among the service experiences (the object), the tourists and the context (i.e. a relaxing trip) (Holttinen, 2014). It often embeds extrinsic and intrinsic value, that is, consumption experience serves a further end (Holbrook, 2006). Examples of the former are "to improve my relationship with those I care about," and "to allow me to strengthen existing bonds with my travel companions," as shown in Table 1 in the self-developed questionnaires. An example of intrinsic value (that is, consumption experience is valued for one's own sake, Holbrook, 2006) is "to allow me to gain self-development, to expand perspectives about life and the world, and to stimulate me to change for the better," as indicated in Table 1.

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Tourist satisfaction is a mental state of mind which is often used as the assumption for consumer behavioral analysis from a psychological perspective (Grigoroudis and Sisko, 2004). In this research, tourist satisfaction is measured by using the operational definition given in Oliver (1997), which acknowledges that it is tourists' fulfillment responses (p. 13) to the services experienced. In short, tourist satisfaction is a barometer that the service provider can use to assess tourists' positive and negative feelings regarding their service experiences (Kinney, 2006) and whether the services are effective from the perceptions of the tourists and can meet their expectations (Oliver, 1997). Along this definition, Table 1 indicates the questionnaire items such as "After the visit, I feel that my expectations before the trip have been met," "I feel that I have a better understanding about the destination sites," and "I am delighted to speak positively about this tour to my friends, family members and colleagues, and anyone" (cf. Kinney, 2006).

While the perceived meaningfulness serves to measure the cognitive fulfillment of the tourists, tourist satisfaction is another construct that measures fulfillment but as seen from the perspective of confirmation or disconfirmation, and affection.
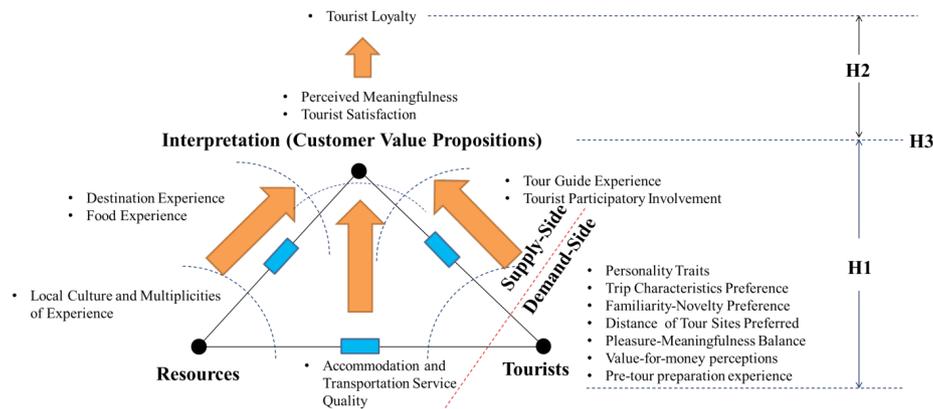

Figure 2: Conceptual Framework of the Study

Specifically, Figure 2 depicts not only the key operational architectural components of the business model, but also a broad-based psychological framework that resembles the S-O-R (Stimulating-Organism-Response) model (Mehrabian and Russell, 1974). The stimulating demand-side and supply-side factors of the business model are shown in Figure 2. The demand-side factors, for instance, present tourism as an attitude (Franklin, 2003), in terms of preferences over a number of decision points such as distance, value-for-money, familiarity versus novelty and purpose of trip represented by pleasure or meaningfulness. The demand-side factors also include the consideration of personality traits (McCrae and Costa, 1989), as tourists may feel satisfied and attached to the tour experiences when the activities of the tour match their personality traits, i.e. preferences or dispositional tendencies (cf. Csikszentmihalyi, 1975). The supply-side factors depict the structural but generic aspects of the tourism business model, as represented by tourist experiences - such as, with destination sites, with the tour guides, with food, with the local cultures and multiplicities of experiences, tourists' participatory involvement, and transportation and accommodations. Both the supply-side and demand-side factors, which represent the structural components of the tourism business model, depict tourism as a system of interrelatedness and interconnectivity (Gunn, 1994).

To address the second and third research objectives, three hypotheses are proposed, which can also be seen in Figure 2:

• H1 (Hypothesis 1) states that both supply-side and demand-side factors of the business model jointly explain the variance of both perceived meaningfulness and tourist satisfaction.

• H2 (Hypothesis 2) states that both the perceived meaningfulness and tourist satisfaction explain the variance in tourist loyalty. Tourist loyalty is a useful construct that indicates whether the overall business model execution is effective. Tourist loyalty is defined along the same concept advocated in Anderson and Srinivasan (2003), which reflects the tourists' favorable attitude toward the business resulting in tourists' revisit intention and willingness to spread positive

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experiences by word-of-mouth (Chi and Qu, 2008). Tourist loyalty is considered to be the ultimate response of the S-O-R model which will demonstrate empirically in this paper its ability to reflect the perceived effectiveness of both supply-side and demand-side factors of the business model.

• H3 (Hypothesis 3) states that there is a mediating role in both perceived meaningfulness and tourist satisfaction influencing the relationships between the supply-side and demand-side stimulating factors and the tourist response in terms of loyalty. H3 contributes to the body of knowledge relating to the literature of business models which establishes the linkage with consumer psychology.

To study these hypotheses, the researchers distributed questionnaires to tourists visiting various tourist sites in Bagan. The tourists were approached and selected as they were waiting to pay their bills in food centers or returning from the tour to the hotel, and with the assistance of tour guides known to one of the researchers. The questionnaires include not only the variables as depicted in the conceptual framework of the study in Figure 2 but also the general demographic and psychographic variables such as the purpose and frequency of trips to Bagan, length of stay in general, and traveling companions. The questionnaire items of supply-side and demand-side variables are shown in Table 1, except for the personality traits which are measured based on the Big-Five personality traits framework, known to consist of extraversion, agreeableness, conscientiousness, neuroticism and openness to experience, by using the 10-item personality inventory instrument designed by Gosling, Rentfrow and Swann (2003). Specifically, an "extraverted" person is one who shows the tendency to enjoy socializing with others. "Agreeableness" refers to caring and affectionate attitudes toward other people. "Conscientiousness" refers to a self-disciplinary attitude and behavior toward fulfilling the goals targeted. "Openness to experience" shows an openness to a wide variety of stimuli and a willingness to take risks for the benefit of gaining new experiences. "Neuroticism" is the opposite of emotional stability and refers to one who feels distressed easily and is more critical of himself or herself.

The questionnaires were developed through a literature review and refined following a pilot study. The measurement scales are designed by use of the Likert scales, with "1" representing "strongly disagree," "2" disagree," "3" as a neutral rating, "4" as "agree," and "5" as "strongly agree."

Data Analysis and Discussion

Hypothesis 1 is supported by the evidence of the stepwise multiple regression analyses shown in Tables 2 and 3. The evidence is also aligned with the existent literature - that attractive and memorable destinations are often associated with higher levels of tourist satisfaction (Chon, 1989; Kim and Brown, 2012). Specifically, the joint role of supply-side and demand-side business model factors can significantly explain the variance in both perceived meaningfulness and tourist satisfaction, at 50 percent and 60.8 percent, respectively. Clearly, the different kinds of experiences resulting from various triggered stimulations of both supply-side and demand-side factors of the business model, including personal preferences such as trip characteristics, behavioral dispositions and attitudes, are important determinants that the tourism industry should focus on so as to appeal positively to the tourists, cognitively and emotionally.

Having realized the significant role of trip characteristics preference by the tourists, as indicated in Table 3, the k-mean clustering algorithm (cf. Schmidt and Hollensen, 2006) is further used to study whether there are any significant tourist groups depicted by the different trip characteristics preferences, and if so, do they show significant differences in perceptions of other variables involved in the research study. Although there are two significantly different clusters, shown in Table 4, with mean distances of 3.694, the t-test result (not indicated in this paper) shows that neither cluster exhibits significant differences across the business model variables. The results in Tables 2 and 3 show the grouping of different single-item trip characteristics by the use of exploratory factor analysis, i.e. relaxed, happy and peaceful trip as one

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type of trip characteristics, and meaningfulness and spiritual trip as another.

Hypothesis 2 is supported in that both perceived meaningfulness and tourist satisfaction can jointly explain (in nearly equal weightages shown by the standardized coefficients, Beta of 0.421 and 0.511, respectively) the variance in tourist loyalty, as evidenced in Table 5, for 71.6 percent. In particular, the unitary operating characteristic of tourist loyalty is about the intention of future behavior, including sharing, preserving and recommending the tourism products and services to circles of friends, customers and family members (East, Wright and Vanhuele, 2013).

Hypothesis 3 is supported by comparing Table 6 (the direct relationship of the supply-side and demand-side factors, and tourist loyalty) with the collective analysis of Tables 1, 2 and 5. In direct relationship, R-squared is 0.535. When the mediation role is included, R-squared has significantly increased to 0.5 X 0.716 (due to perceived meaningfulness) + 0.608 X 0.716 (due to tourist satisfaction), or, collectively, as 0.358+0.435 = 0.793. Thus, the mediation role of both perceived meaningfulness and tourist satisfaction can collectively improve the ability to explain the variance in tourist loyalty by 25.8 percent. The logical procedure in validating the mediating role of both perceived meaningfulness and tourist satisfaction follows and captures the four important and classic conditions recommended by Baron and Kenny (1986). These are the following: (1) a direct link must be established between the business model factors (i.e. supply-side and demand-side factors) and tourist loyalty, (2) the business model factors must be related to the mediating variables, (3) the mediator must be significantly related to tourist loyalty, and (4) the relationship between the business model factors and tourist loyalty can be significantly reduced when the mediator is added. The mediation role indicated in Hypothesis 3 essentially provides useful information on "how" and "why" the business model factors predict or cause tourist loyalty (cf. Bennett, 2000).

Conclusion

This research fills a gap in the literature through three areas of contribution. From the view of psychological theory regarding tourist behavior and loyalty, an attitude towards the trip experiences and choices can be significantly driven by both the cognitive and affective perceptions of the tourist experiences (cf. Sternberg, 2009), represented in this research by perceived meaningfulness and tourist satisfaction. This accomplishes research objective 2. Both these variables have been shown to mediate the relationship between the stimulating factors represented by the supply-side and demand-side aspects of the business model and the tourist responses in terms of loyalty, which addresses research objective 3. Thus, the tourism business model illustrated in the literature review section, in addressing research objective 1 is also a broad-based psychological framework that resembles the S-O-R (Stimulating-Organism-Response) model (Mehrabian and Russell, 1974). In the S-O-R model of tourist behavior, tourist loyalty is considered the ultimate response of tourists towards the business model factors, reflecting the perceived effectiveness of both supply-side and demand-side factors of the business model, and demonstrating the tourists' fond memories of the trip experiences.

The present work is not without limitations, each of which can be seen as a direction for further research. An obvious one is related to the fact that, although the three hypotheses support the applicability of the S-O-R model of consumer behaviors, the diversity of supply-side and demand-side factors of the business model can take numerous variants of focus and design. The design of variables or constructs, nevertheless, may be subject to the context of the research phenomena being investigated.

For policy implications, this study contributes in several ways. First, the tourism industry should consider the systems view in their strategy development, by incorporating both supply-side and demand-side business model factors. This systemic challenge, which depicts diverse characteristics and variability of operations and quality

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controls, can only be taken effectively with governmental support. Second, it implies, for the purpose of practical business development, that tourists no longer look for simple destination sites, but rather for a host of affective sensations and experiences that match their lifestyles, personality traits and expectations. Third, as experience is a phenomenon on a very personal level which involves subjective interpretations and perceptions, the tourism industry could use perceived meaningfulness and tourist satisfaction measurement to infer consumer appreciation of the values offered, and to help design the relevant supply-side and demand-side drivers of tourist loyalty and competitive advantage. This consumer behavior-oriented approach to the business model design confirms Alderson's (1964) argument of an effective marketing strategy which is best accomplished with a total systems approach.

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Appendix

Table 1: Survey Instrument and Reliability Analysis Result

Various Experiences with Local Culture (Cronbach's Alpha Coefficient = 0.704):
- Take pleasure engaging in other cultures.
- The travel companies are actively helping to make the trip memorable.
- Understand the heritage and culture of the destination holistically.
- The opportunity to hear about local culture and meaningful issues associated with things or events encountered during the trip.
- The trip allows us to experience new things, i.e. cultures, types of food and attractions.
- The trip offers opportunities to engage with local culture.
- The trip provides exciting sensory experiences.
- The trip provides multiple kinds of experiences.

Experience with the Destination (Cronbach's Alpha Coefficient = 0.864):
- The destination site is filled with unique scenes.
- The destination site optimizes the use of local assets.
- The destination site shows the local way of life of the citizens.
- The destination scenes are attractive.
- Tourists appear to enjoy the destination sites.
- Destination sites show the active participation of different local stakeholders in bringing about liveliness.
- Climate conditions make the trip enjoyable.
- The locals at the destination sites are very welcoming to the tourists.
- The destination attractions are beautiful.
- The restaurants at the destination sites are appealing in terms of design and good ambiance.

Accommodation and Transportation Service Quality (Cronbach's Alpha Coefficient = 0.775):
- The price of hotels and resorts is reasonable.
- The price of transportation is reasonable.
- Standards of the hotels, resorts and transportation met the expectations.

Tour Guide Service Quality (Cronbach's Alpha Coefficient = 0.895):
- The tour guides are helpful, friendly and willing to help.
- The tour guides are knowledgeable about the various destination sites and the places travelled to during the trip.
- The tour guides are well-groomed and professional in appearance.
- When issues emerged, the tour guides attended to them without delay.
- The tour guides care about the tourists.
- The tour guides ensure that the tourists gain the most benefits from the trip.
- The tour guides provide good information to tourists.
- To tour guides communicate well with the tourists.

Food (Cronbach's Alpha Coefficient = 0.875):
- Enjoy many varieties of delicious foods.
- Foods are generally of good quality.
- Foods are generally tasty.
- Foods are generally authentic.
- Local authentic food adds to the enjoyment of the trip.
- Quality food enjoyment adds to the enjoyment of the trip.
- Getting together at dinner with travel companions adds to the enjoyment of the trip.

Tourist Pre-Tour Preparation (Cronbach's Alpha Coefficient = 0.78):
- I gathered most of my information about the trip from others before deciding to travel.
- I gathered most of my information from people who have already traveled in that area.
- I obtained word-of-mouth recommendation from friends or relatives for traveling.
- I consulted about the trip with a tour company when selecting places to travel to.
- I consulted about the price with the company when making decisions about the trip.

Tourist Involvement (Cronbach's Alpha Coefficient = 0.797):
- There are a variety of activities for me to participate in.
- The activities that I can participate in are interesting.
- I can freely participate in various tourist activities.

Tourist Satisfaction (Cronbach's Alpha Coefficient = 0.855):
- After the visit, I felt that my expectations before the trip have been met.
- I feel that I have a better understanding of the destination sites.
- I have positive memories of the trip.
- I am delighted to speak positively about this trip to my friends, family members and colleagues, and anyone else.
- Overall, the tour guides were extremely helpful.
- Overall, the trip was enjoyable.
- The overall service qualities met my expectations.

Tourist Loyalty (Cronbach's Alpha Coefficient = 0.860):
- I would like to go back on this trip again.
- I would recommend the service of the tour agency to others.
- I would like to tell my opinions about the hotels, restaurants, and transportation along the trip to others.
- I would love to tell others how satisfied I am.
- I would love to tell others how enjoyable the local food is.
- I will share information about the cultural aspects of the trip to others.

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Perceived Meaningfulness (Cronbach's Alpha Coefficient = 0.879):
- The trip allows me to develop personally in many ways.
- The trip allows me to expand my perspectives about life and the world.
- The trip stimulates me to change for the better.
- The trip allows me to acquire new knowledge and skills beneficial to my life and career.
- The trip allows me to improve my relationship with those I care about.
- The trip allows me to strengthen the existing bonds with my travel companions, i.e. my friends.
- The trip allows me to develop new friendships with people.
- The trip allows me to enhance my family's well-being.
- The trip allows me to enhance family togetherness.
- The trip provides values to enrich my occupation.
- The trip enriches my life.
- I will experience changes in life as a result of the trip.
- The trip has significant meaning to me.

Purpose (Single-Item):
- Which scale do you think best describes your purpose in the trip? 1=Pleasure only, 2=Somewhat for pleasure, 3=Neutral, 4=Somewhat searching for meaning, and 5=Strongly searching for meaning.

Familiarity-Novelty Motivation (Single-Item):
- Which scale do you think best describes your motivation for taking the trip? 1=The familiar, 2=Somewhat familiar, 3=Neutral, 4=Somewhat "Searching for novelty," and 5=Searching for novelty.

Distance preference (Single-Item):
- Which do you prefer most in making destination choices? 1=Domestic destinations, 2=Neighboring countries, 3=Somewhat far away from neighboring countries, 4=moderately far away from neighboring countries, and 5=Far away from neighboring countries.

Value-for-money (Single-Item):
- Which do you prefer most in terms of price and value? 1= Cheapest price, 2=Valued tour at reasonably low price, 3=Quality valued tour at reasonable price, 4=Authentic unique tour at any reasonable price, and 5=The best authentic unique tour at any price.

Trip Characteristics (Single-Item):
- To what degree you prefer, 1=Not at all, 2=slightly, 3=Moderate, 4=Moderately high, and 5=A lot: A trip that is relaxed, happy, romantic, peaceful, energetic, full of surprises, spiritual, and meaningful for my life.

Table 2: Explaining the Variance in Perceived Meaningfulness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.707[a]	.500	.485	.39776

a. Predictors: (constant), experience with destination, experience with foods, experience with tour guide, familiarity-novelty, distance best preferred, and relaxed, happy and peaceful trip

b. Other variables are excluded in the Stepwise calculation steps.

c. Dependent variable: perceived meaningfulness.

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	30.476	6	5.079	29.565	.000[b]
Residual	36.250	211	.172		
Total	66.726	217			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SD	Beta		
(Constant)	1.427	0.185	0.065	7.691	0.000
Experience with destination	0.174	0.065	0.055	2.658	0.008
Experience with food	0.173	0.055	0.061	3.143	0.002
Experience with tour guide	0.146	0.061	0.027	2.410	0.017
Familiarity-novelty	0.102	0.027	0.200	3.805	0.000
Distance best preferred	-0.082	0.020	-0.020	-4.063	0.000
Relaxed, happy and peaceful trip	0.113	0.034	0.178	3.277	0.001

Table 3: Explaining the Variance in Tourist Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.780[a]	.608	.595	.48448

a.   Predictors: (Constant), Experience with destination, extraversion; experience with tour guide; relaxed, happy and peaceful trip; meaningful and spiritual trip; eye-opening trip, and experience with food.

b.   Other variables are excluded in the Stepwise calculation.

c.   Dependent Variable: Tourist satisfaction

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	53.854	7	7.693	47.025	.000[b]
Residual	34.684	212	.164		
Total	88.538	219			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SD	Beta		
(Constant)	.787	.190		4.135	.000
Experience with destination	.236	.064	.243	3.703	.000
Extraversion	.195	.039	.225	4.949	.000
Experience with tour guide	.129	.063	.143	2.053	.041
Relaxed, happy and peaceful trip	.225	.041	.309	5.538	.000
Meaningful and spiritual trip	.144	.037	.204	3.907	.000
Eye-opening trip	.197	.058	.154	3.381	.001
Experience with food	.180	.057	.192	3.134	.002

Table 4: K-Mean Clustering Results

		Clusters	
		1	2
Relaxed		3.59	2.86
Happy		4.08	3.2
Romantic		3.41	1.78
Peaceful		3.92	2.33
Energetic		3.72	2.47
Full of Surprises		3.51	2.71
Spiritual		3.70	2.02
Meaningful for life		3.92	2.47
Distances between final cluster centers	Cluster 1		3.694
	Cluster 2	3.694	
Number of cases in each cluster		122	98

Table 5: Explaining the Variance in Tourist Loyalty

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846[a]	.716	.714	.36243

a.   Predictors: (Constant), Tourist satisfaction, Perceived meaningfulness

b.   Dependent Variable: Tourist loyalty

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	71.354	2	35.677	271.602	.000[b]
Residual	28.242	215	.131		
Total	99.596	217			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SD	Beta		
1 (Constant)	-.179	.174		-1.031	.304
Tourist Satisfaction	.542	.051	.511	10.716	.000
Perceived Meaningfulness	.514	.058	.421	8.831	.000

Table 6: Direct Relationship between the Business Model Factors and Tourist Loyalty

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.731ᵃ	.535	.524	.46532

a.   Predictors: (Constant), Experience with tour guide, Experience with food, Extraversion trait, Openness to experience traits, and relaxed, happy and peaceful trip.

b.   Other variables are excluded in the Stepwise calculation.

c.   Dependent Variable: Tourist loyalty

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	53.265	5	10.653	49.201	.000ᵇ
Residual	46.335	214	0.217		
Total	99.601	219			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SD	Beta		
(Constant)	0.860	0.214		4.029	0.000
Experience with tour guide	0.358	0.061	0.374	5.876	0.000
Experience with food	0.239	0.050	0.261	4.778	0.000
Extraversion trait	0.239	0.050	0.261	4.778	0.000
Openness to experience trait	0.125	0.044	0.150	2.825	0.005
Relaxed, happy and peaceful trip	0.144	0.039	0.187	3.739	0.000