The Impact of Value Co-Creation Readiness on Customer Experience and Revisit Intention in the Hospitality Industry

Thi Tuong Vy Nguyen[1] *and Yeneneh Tamirat Negash* [1,2,*]
[1] Department of Business Administration, Asia University, Taiwan
[2] Institute of Innovation and Circular Economy, Asia University, Taiwan

Keywords	Abstract
Value Co-creation; Customer Experience; Revisit Intention; DART Framework; Hospitality Industry	This study investigates the impact of institutional readiness for value co-creation on customer experience and revisiting intention. Previous research has focused on customer experience; however, few studies have investigated the effect of value co-creation readiness (VCCR) on the customer experience at a destination. This study uses dialogue, access, risk, and transparency (DART) as a four-dimension of VCCR to investigate their influence on customer experience and how customer experience impacts the intention to revisit a destination in the hospitality industry. The study used partial least squares structural equation modeling on a sample size of 206. According to the findings, dialogue, risk, and transparency have significantly impacted customer experience, whereas access has not impacted customer experience during customers' stays in hospitality businesses. Furthermore, the customer experience at a destination significantly affects their intention to revisit. This study's findings play an important role for hospitality practitioners, who need to enhance guest's overall experience.

1. Introduction:

The hospitality industry encompasses businesses that provide lodging, food, and entertainment services (Giousmpasoglou & Marinakou, 2024). It is a predominantly service-oriented sector where customers' perceived value is formed mainly through intangible experiences and interactions (Solakis et al., 2022). With a focus on the guest's overall experience, the industry strives to offer services to meet their needs and satisfy their wishes (Arici et al., 2022). Additionally, it aims to provide customers with information about their establishment and an opportunity to give input on improving services (Solakis et al., 2022). Understanding the specific needs of different customer segments is essential because value depends on each customer's judgment (Buhalis et al., 2022). Arici et al. (2022) argue that value co-creation is a promising approach for enhancing customer experience and an area that deserves further

*corresponding author. Email: yeneneh@asia.edu.tw

research. Value co-creation readiness (VCCR) involves engaging customers in a participatory process. It is connected to customer experience and facilitates personalized interactions.

With a focus on individual needs, value co-creation for customized experiences has become a recent trend in the hospitality industry (Ribeiro et al., 2023). Previous studies highlight the importance of context and customer involvement in value co-creation within the hospitality industry (Buhalis et al., 2022; Shoukat & Ramkissoon, 2022). These studies also emphasize the need to understand the unique demands of customers. Still, Ribeiro et al. (2023) noted that only a handful of literature has been published on VCCR strategies in the hospitality business. This lack of research highlights a gap and provides the impetus for the current study. This study addresses a need in the hospitality industry by linking VCCR with customer experience, combining elements that shape revisit intentions. Thus, this study aims to investigate the impact of VCCR on customer experience and examine the customer's propensity to revisit in the hospitality industry.

In recent years, customer experience has become a central theme within the hospitality industry, where intangible experiences are crucial in shaping customer perceptions (Rather et al., 2022). These perceptions contribute to the distinctive quality of the customer experience. In the hospitality industry, customer experiences are often crafted around the desire for unique consumption encounters that create memorable experiences (Lagiewski & Perotti, 2023). However, due to its complex design, the hospitality industry faces challenges in adopting effective customer experience management practices (Arici et al., 2022). This study examines the relationship between VCCR and customer experience, recognizing its significance in shaping revisit intention. Revisit intention is central to developing tourist destinations and measures a service environment's performance in the hospitality industry (Gibson et al., 2022; Ogunmokun & Ikhide, 2022). It often occurs when visitors are satisfied with their experiences and express a desire to return. However, the hospitality industry must also navigate negative behaviors, such as complaints and disparagement, that affect marketing strategies (Chang et al., 2019). Therefore, understanding why customers lack revisit intention is essential, necessitating VCCR enhancements to ensure a superior customer experience.

VCCR has emerged as a pivotal trend in marketing and management. It is key in rejuvenating customer relationships, especially in the hospitality industry (González-Mansilla et al., 2023). Companies attract and retain consumers by focusing on a well-considered customer experience through VCCR (Anshu, Shankar, et al., 2022). This approach emphasizes the customer and the service provider, potentially enhancing the entire customer experience journey (Shoukat & Ramkissoon, 2022). Customers often show increased brand loyalty and commitment due to co-creation efforts (Nadeem et al., 2021; Rachão et al., 2021). Moreover, value co-creation improves behavioral intentions, such as a strengthened desire to revisit places (Deng et al., 2021; Shoukat & Ramkissoon, 2022). However, a notable gap exists in the literature. Prior studies have focused mainly on how value co-creation affects perceived price and quality, leaving the impact of VCCR on customer experience underexplored (Jain et al., 2023; Solakis et al., 2022). This lack of research presents a reason for further investigation into how value co-creation influences customers' revisit intention and overall experience within the hospitality industry.

This study adopts the dialogue, access, risk, and transparency (DART) model to assess VCCR. This model encompasses four dimensions for enhancing customer engagement and

participation in value co-creation activities (Chung & Tan, 2022). The DART model highlights the elements for establishing a dynamic interface where businesses and customers interact as equal partners (Anshu, Shankar, et al., 2022; Albinsson et al., 2016). This study uses the DART model to examine how dialogue, access, risk, and transparency influence customer experience in the hospitality industry. There's a gap in the literature on how VCCR capabilities affect customer experience and revisit intention (Solakis et al., 2022). This study aims to fill this gap by exploring how VCCR influences customer experience in the hospitality industry using the DART model. Thus, this study aims to:

(1) Measure how VCCR impacts customer experience and revisit intention in the hospitality industry.
(2) Understand the roles of dialogue, access, risk, and transparency dimensions on customer experience and revisit intention within the hospitality industry.
(3) Identify implications that assist service providers in enhancing customer experience.

The present study contributes to both theoretical understanding and practical applications by identifying connections between the hospitality industry and academic perspectives. The rest of the study is organized as follows: Section 2 provides the literature on value co-creation and the DART model, customer experience, and revisit intentions; Section 3 presents the research model and proposes hypotheses; Section 4 presents the research method; Section 5 provides the results, including the measurement and structural model; Section 6 provides the theoretical and managerial implications; Section 7 presents the conclusion, study limitations, and future studies.

2. Literature review

2.1. Theoretical framework

Today's consumers are networked, active, and informed, and their expectations no longer fit into a traditional concept. Arici et al. (2022) found that recent literature strongly focuses on how value co-creation enhances customer experience. They noted that the emphasis on value co-creation reflects changing customer-business relationships. Companies can access customer capabilities, knowledge, and assets through co-creation. Shoukat & Ramkissoon (2022) argue that value co-creation leads to a positive customer experience because it allows customers to connect personally and meaningfully with the product or service. VCCR reflects the synergy between various stakeholders to enhance customer experiences within the hospitality industry (Ribeiro et al., 2023). In tourism, value co-creation enhances how customers perceive their trips. Deng et al. (2021) emphasized that customer participation in value co-creation leads to satisfying experiences because customers form positive perceptions and appreciate high-quality services. Chung and Tan (2022) recognize that VCCR enables hospitality businesses to elevate service quality, reduce costs, increase efficiency, and explore new market opportunities. Ribeiro et al. (2023) highlight how value co-creation translates into cognitive outcomes, such as pleasure and behavioral intentions, including the intentions to revisit. In summary, the literature underscores value co-creation as an essential concept in customer experience and revisit intention.

The DART model has been widely employed in various studies exploring VCCR dimensions. For instance, Solakis et al. (2022) utilized the model to investigate its relationship with positive experiences in hotels. Similarly, Taghizadeh et al. (2022) applied the framework to assess the influence of value co-creation processes on innovation performance. Furthermore, Solakis et al.

(2022) explored the role of value co-creation in shaping customer perceptions within hospitality services using the DART model. In addition, Pham et al. (2022) employed the DART model to examine the role of social commerce information sharing in value co-creation and destination brand equity. These studies underscore the DART model's versatility in the hospitality industry. Therefore, this study uses the DART model to examine how VCCR impacts customer experience and revisit intention in the hospitality sector, enhancing our understanding of VCCR.

2.2. DART model

The DART model emphasizes essential elements facilitating collaboration and interaction between businesses and customers (Gbandi & Oware, 2023). The DART model diagnoses a firm's readiness for value co-creation and helps understand how customers actively participate in the co-creation experience.

2.2.1. Dialogue

Dialogue is the first dimension of VCCR. Dialogue encompasses interaction, participation, and the willingness to act from both sides, contributing to a co-creation process (Polat, 2022). In the hospitality industry, meaningful dialogue between stakeholders, such as tourists and providers, is crucial in managing relationships (Lagiewski & Perotti, 2023; Melis et al., 2023). This interaction helps share sensitive information, review messages, and maintain good communication, leading to customer loyalty (Chung & Tan, 2022; Ojiaku et al., 2020). Further, dialogue boosts market performance and competitiveness by stimulating symmetrical communication that responds to varying expectations (Polat, 2022). Anshu, Shankar, et al. (2022) noted that dialogue in value co-creation must include equal communication opportunities, meaningful participation, and learning for all. It facilitates knowledge sharing and integration, allowing customers and enterprises to voice their opinions through diverse channels. Therefore, dialogue minimizes obstacles and enhances the value co-creation process. Its emphasis underscores its role in creating an environment where value is mutually crafted.

2.2.2. Access

Access is a fundamental dimension in the VCCR. Access to information, resources, and opportunities enables businesses to respond efficiently to customer needs and use customer experiences to refine products and services (Chung & Tan, 2022). By creating the right environment for interaction, access not only simplifies value co-creation but also enhances the customer experience (Hamilton et al., 2021). It further allows customers to gain insight into the abilities and benefits of companies, optimizing their understanding of potential gains (Anshu, Shankar, et al., 2022). Investing in hospitality industry platform solutions encourages resource sharing and knowledge exchange, improving customer experiences (Oklevik et al., 2022). This access to information, resources, and opportunities is pivotal in involving customers in various stages of co-creation within the hospitality value chain, reinforcing its importance in crafting mutual value.

2.2.3. Risk

Risk assessment enables actors to understand and manage potential risks during co-creation. This component is about holding stakeholders partially accountable for the outcomes and offering insights into anticipated dangers (Polat, 2022). Mulyana et al. (2022) stated that when

customers and businesses collaborate, they require knowledge of possible risks and the capacity to foresee future challenges. Customers' awareness of an organization's internal practices and values helps them assess potential risks (Damali et al., 2021; Solakis et al., 2022). Polat (2021) emphasizes that with comprehensive risk information, customers and providers gain a stronger sense of being value co-creators, leading them to assume responsibility for risk management. By incorporating interactional functions for risk assessment on engagement platforms, customers engage in risk-reducing interactions and suggest improvements, enriching their emotional experience (Anshu Shankar et al., 2022). This consideration of risk empowers the co-creators and strengthens the overall process, making it a crucial element in value co-creation.

2.2.4. Transparency

Transparency serves as the basis for establishing mutual trust between institutions and individuals (Chung & Tan, 2022). It aims to reduce knowledge asymmetries among the actors, allowing for a collaborative and open discourse (Chung & Tan, 2022; Polat, 2022; Polat, 2021). Transparency requires businesses to keep operational information, including pricing, up to date and accessible. This practice enhances trust and smoothens engagement, especially when potential problems arise. Making information about products, services, and business processes readily available increases customer demand (Mulyana et al., 2022; Ojiaku et al., 2020). Transparency advances customer and brand engagement, leading to positive experiences. It enhances the relationship quality, making customers feel part of the brand community (Oklevik et al., 2022). Therefore, emphasizing transparency strengthens customer trust and adds value to the co-creation process with customers, making it an indispensable component in value co-creation.

2.3. Customer experience

Customer experience has become central for companies to attract and retain customers. This shift led companies to invest in creating customer value, pivoting from managing service quality to curating quality experiences (Anshu, Gaur et al., 2022; Rather et al., 2022). Research shows that positive experiences make consumers feel more connected to a brand and increase value co-creation (Nadeem et al., 2021). Emphasizing customer experience provides satisfaction, setting expectations, building trust, and developing emotional connections with customers (Chi et al., 2020). Additionally, seeking novelty positively affects the tourist experience and relates to value co-creation (Thipsingh et al., 2022). Thus, service providers strive to understand customer experience and value co-creation across the customer journey (Arici et al., 2022; Hamilton et al., 2021). While the importance of customer experience is recognized, few studies have investigated how specific VCCR dimensions influence customer experience (Jain et al., 2023). A positive experience from value co-creation is acknowledged as a foundation for future innovation (Rachão et al., 2021; Taghizadeh et al., 2022). This study aims to address this gap by examining the impact of value co-creation readiness, as measured by the DART model, on the customer experience in the hospitality industry.

2.4. Revisit intention

Revisit intention refers to the likelihood of a tourist returning to the same destination or the intention to recommend it to others, and it's an essential aspect of the hospitality industry (Chan et al., 2022; Chang et al., 2019). The hospitality industry needs to understand and cater

to customers' needs to keep them satisfied and returning for more (Thipsingh et al., 2022). If tourists are satisfied with their experience, they tend to be willing to pay, explore, stay longer, make recommendations, and return (Gibson et al., 2022; Ogunmokun & Ikhide, 2022). Tourists' experiences significantly predict their intention to revisit a destination. The more positive the tourists' experience is, the likelier they will want to return. Customers contribute to value co-creation and destination branding by sharing travel experiences, reviews, recommendations, and opinions (Pham et al., 2022). However, dissatisfaction leads to avoidance behaviors like spreading negative word-of-mouth or boycotting the business. Industry players should aim to enhance repeat visits, as it impacts overall business growth (Chan et al., 2022). Therefore, the quality of customer experience shapes revisit intentions. A positive experience encourages repeat visits, contributing to the sustained success of hospitality establishments.

3. Research Model and Proposed Hypotheses

This study developed a research model (Fig. 1) to examine the effect of VCCR on customer experience and revisit intention in the hospitality industry.

3.1. Dialogue and Customer Experience

Dialogue between customers and companies should align with the interests of both parties. Lagiewski and Perotti (2023) found that staff friendliness is key to hotel customers, influencing their experience through dialogue. Gbandi and Oware (2023) suggest that aspects of dialogue like interaction, commitment, and mutual action are essential for effective communication. Customer participation creates a dialogue between customers and businesses. This requires crafting experiences that resonate with customers, considering their emotions, and acknowledging social and cultural influences. Involving customers in designing and delivering products helps businesses build relationships and gather input to improve customer experience through dialogue. Fan et al. (2019) argued that offering various communication channels for lively dialogue enables service providers to create unique, enjoyable experiences. This dialogue allows for a better understanding of customer needs and preferences, leading to a satisfying experience for the customer. Similarly, González-Mansilla et al. (2023) found that dialogue quality determines the success of a co-creation experience. This suggests providers must invest in diverse communication channels and engagement opportunities. This perspective, aligning with Gbandi & Oware (2023), leads to the following hypothesis:

Hypothesis 1: Dialogue is positively related to customer experience.

3.2. Access and Customer Experience

Access refers to how open or restricted an organization is about making information available to customers. It includes knowledge, tools, and information that empower customers to make informed decisions about a company and its offerings (Ojiaku et al., 2020; Solakis et al., 2022). There are barriers to participation in value co-creation, such as language or cultural differences. It is important to address these barriers to ensure customers have the opportunity to participate. Prastiwi and Hussein (2019) showed that engaging with a company gives customers insight into its procedures and designs. Unlike traditional emphasis on product ownership, modern customers prioritize access to experiences, transforming the value chain's focus. This shift is notable in the hospitality industry, where organizations offer access to

luxurious or unique experiences (Gbandi & Oware, 2023). Customers participate in activities and customize their experiences to suit their lifestyles when they have access to information and tools. Solakis et al. (2022) stated that when businesses impose few restrictions on information, customers feel included, enhancing their overall experience. Consequently, the following hypothesis is proposed:

Hypothesis 2: Access is positively related to customer experience.

3.3. Risk and Customer Experience

Collaboration and learning are essential for value co-creation, allowing actors to share knowledge and develop new solutions (Melis et al., 2023). As customer-business collaboration intensifies in value co-creation, disclosing potential risks becomes crucial. Here, risk refers to clearly outlining the dangers and responsibilities associated with its products or services (Damali et al., 2021; Solakis et al., 2022). Solakis et al. (2022) emphasize the company's obligation to inform customers about their offerings' positive and negative aspects. This risk clarity not only aids customers in making informed choices but also strengthens trust in the relationship. Contrary to traditional beliefs that only firms can assess risks, modern practice recognizes that customers can evaluate service quality when given timely risk information (Damali et al., 2021). Therefore, honesty about service quality helps customers choose offerings that meet their values, enhancing their overall experience. Consequently, the following hypothesis is proposed:

Hypothesis 3: Risk is positively related to customer experience.

3.4. Transparency and Customer Experience

Traditionally, the transactional nature of interactions between customers and businesses created an informational imbalance favoring businesses. With the shift in control toward customers and increased accessibility to information, the knowledge gap is diminishing (Ojiaku et al., 2020). In this landscape, transparency overcomes communication obstacles and cultivates trust between parties (Gbandi & Oware, 2023). Prastiwi and Hussein (2019) highlighted that easy access to information increases transparency and enhances customer demand. Recognizing that transparency is not always an optional practice for businesses, Fan et al. (2019) assert that, due to the Internet, customers inevitably become aware of certain facts. Solakis et al. (2022) observed that reducing perceived asymmetry increases customer satisfaction, encouraging co-creation participation. Gbandi and Oware (2023) emphasize that transparency facilitates communication between equals, improving trust and open dialogue through a positive customer experience. This leads to the following hypothesis:

Hypothesis 4: Transparency is positively related to customer experience.

3.5. Customer Experience and Revisit Intention

Customer experience is the overall impression from when they book their stay to when they check out. In the hospitality industry, the goal is to encourage customers to return and promote the establishment to others. Revisit intention, encompassing the desire to make future purchases and the tendency to recommend and share positive information, is crucial for customer retention. Situmorang et al. (2020) identified revisit intention as critical for sustaining a destination's

appeal from a marketing perspective. Chi et al. (2020) found that tourists' satisfaction with their overall experience predicted their intention to revisit the destination. Nadeem et al. (2021) found that experiences positively correlated with value co-creation. Rachão et al. (2021) noted that tourists who feel part of the experience are likely to return. By incorporating co-creation, businesses create experiences that are personalized, memorable, and enjoyable for tourists. High-quality service and excellent experiences positively impact customer engagement, likely motivating return plans (Chang et al., 2019). Gibson et al. (2022) found that focusing on customer experience and revisit intentions creates a competitive advantage, attracting and retaining customers. When customers are involved in creating value with the tourism destination, they are more likely to revisit the destination. Rather et al. (2022) noted that customer engagement's effect on revisit intention is strongest with high customer experience and value co-creation. Additionally, memorable experiences increase revisit intention (Rather et al., 2022). These findings lead to the following hypothesis:

Hypothesis 5: Customer experience is positively related to Revisit intention
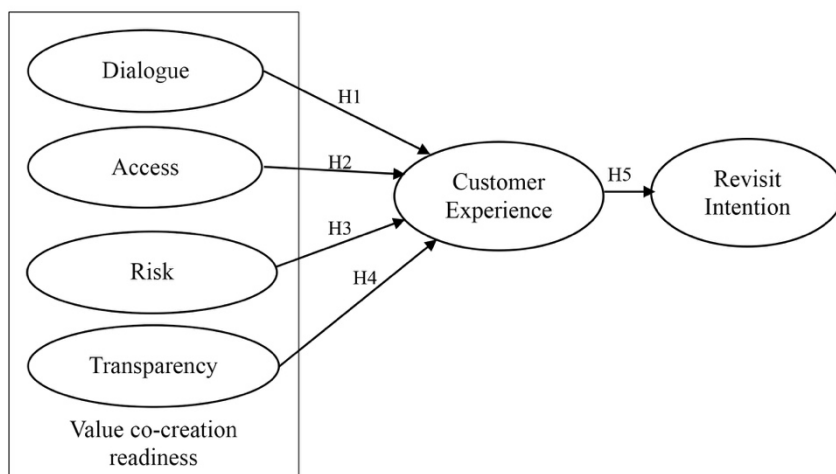
Fig.1. *Research Model*

4. Method

4.1. Participants and data collection

A random sample of domestic tourists was surveyed at the five-star luxury resort in Vietnam. The researchers obtained permission from the provider authorities before collecting any data. They approached the tourists randomly and explained the goal of the research. The tourists were assured that their data would be anonymous and confidential. The resort is a popular destination for domestic tourists. A total of 206 tourists who had experiences at the resort were surveyed. Of these, 122 (59.2%) were female and 84 (40.8%) were male. Most of the sample (59.7%) held a bachelor's degree, followed by postgraduates (31.1%), high school graduates (7.2%), doctoral degree holders (2%), and others (0.1%).

4.2. Measures

The study utilized the DART model to measure VCCR, initially incorporating all 22 items from Albinsson et al. (2016). However, adaptations were made to the items measuring 'access' and 'transparency' to better align with the conceptualization of these constructs. For the 'access' dimension, the study supplemented the original items, which focused on timely access to resources, with additional items to incorporate access to knowledge, tools, and information (Fernando & Chukai, 2018; Bhatt & Chakraborty, 2022). One item was added for the 'transparency' dimension to enhance its measurement (Taghizadeh et al., 2016). The customer experience (CX) was measured using six items (Elsharnouby & Mahrous, 2015). Revisit intention (RI) was measured using three items (Rather et al., 2022; Riva et al., 2022). A pilot study was conducted with tourists in the hospitality industry to ensure face validity. The feedback from the pilot study was used to modify the survey items. The survey utilized a 7-point Likert scale ranging from 1 ("strongly disagree") to 7 ("strongly agree"). Appendix A provides an overview of the measurement items.

4.3 Common method bias

Common method bias (CMB) occurs when the same response method is used to measure the independent and dependent variables. This study conducts Harman's one-factor test for detecting CMB after data collection (Kock et al., 2021). The findings from the principal component analysis indicated that the initial factor explained 26.23% of the variation, which fell below the established threshold of 50%. This suggests that common bias is unlikely to have influenced the outcomes.

5. Results

5.1. Measurement model

The reliability and validity of the constructs were tested using partial least squares structural equation modeling (PLS-SEM). The tests included factor loadings, composite reliability (CR), average variance extracted (AVE), maximum shared variance (MSV), and correlations among the constructs (see Table 1). Due to a poor outer loading score in the initial PLS-SEM analysis, four indicators from dialogue (D1, D3, D4, D7) and two indicators from access (A1 and A6) were deleted. For the remaining items, the results showed that each CR exceeded the cutoff value of 0.7, indicating good internal consistency. The standardized loading estimates for the DART dimensions, customer experience, and revisit intention constructs were all above the recommended threshold of 0.50, confirming the constructs' validity.

Convergent validity was also established, as all constructs had values above the designated limit of 0.50 for AVE (see Table 2). Discriminability was verified by examining the MSV values, which were all smaller than the AVE (see Table 1). The square root of AVE in Table 2 provided additional support for discriminant validity, as the values exceeded the correlations between that construct and others in the model. Finally, discriminant validity was also assessed using the Heterotrait–Monotrait ratio of correlations (HTMT), and the results confirmed that discriminant validity was established as long as the HTMT values remained below the 0.9 cutoff (see Table 3).

Table 1 *Reliability and Validity Assessment Results*

Constructs	Items	Loadings	Cronbach's Alpha	CR	AVE
Dialogue (D)	D2	0.775	0.830	0.832	0.499
	D5	0.667			
	D6	0.625			
	D8	0.785			
	D9	0.667			
Access (A)	A2	0.800	0.856	0.857	0.552
	A3	0.692			
	A4	0.554			
	A5	0.919			
	A7	0.699			
Transparency (T)	T1	0.712	0.892	0.891	0.620
	T2	0.798			
	T3	0.745			
	T4	0.830			
	T5	0.844			
Risk (R)	R1	0.745	0.890	0.891	0.577
	R2	0.805			
	R3	0.724			
	R4	0.781			
	R5	0.789			
	R6	0.710			
Customer Experience (CX)	CX1	0.909	0.885	0.888	0.574
	CX2	0.739			
	CX3	0.643			
	CX4	0.848			
	CX5	0.716			
	CX6	0.652			
Revisit intention (RI)	RI1	0.815	0.864	0.865	0.682
	RI2	0.723			
	RI3	0.928			

Table 2 *Discriminant Validity Using AVE*

	Dialogue	Access	Transparency	Risk	CX	RI
Dialogue	0.707					
Access	0.680	0.743				
Transparency	0.697	0.661	0.788			
Risk	0.701	0.670	0.517	0.760		
CX	0.631	0.538	0.659	0.630	0.758	
RI	0.527	0.292	0.517	0.462	0.720	0.826

Table 3 *Discriminant Validity Using HTMT*

	Dialogue	Access	Transparency	Risk	CX	RI
Dialogue						
Access	0.677					
Transparency	0.793	0.656				
Risk	0.701	0.670	0.739			
CX	0.632	0.536	0.654	0.632		
RI	0.528	0.290	0.521	0.465	0.725	

5.2. Structural model

This empirical study found that dialogue positively influences customer experience in the hospitality sector, supporting Hypothesis H1 (see Table 4). This finding suggests that when customers feel they are being heard and their feedback is valued, they are prone to have a positive experience. The study also found that access does not significantly affect customer experience, contrary to Hypothesis H2. This finding suggests that in the modern hospitality industry, customers have come to expect certain things as a standard, such as access to information, resources, and opportunities. These expectations are no longer considered customer experience enhancements but baseline requirements. The study did find support for the hypothesis that risk has a positive influence on customer experience, confirming Hypothesis H3. The beta coefficient was 0.232, and the p-value was less than 0.05.

The study found that transparency significantly influences customer experience, confirming Hypothesis H4. This finding suggests that customers appreciate being informed about the service they are receiving and are more likely to have a positive experience. From a value co-creation perspective, transparency is essential because it builds trust and credibility between the business and the customer. When customers feel like they have all the information they need, they can trust the business and be willing to participate in value co-creation. Finally, the study found strong support for the relationship between customer experience and revisit intention ($\beta = 0.518$, $p < 0.001$), validating Hypothesis H5. This finding suggests that customers with a positive experience will return to the service provider.

Table 4 *Structural Model Test Results*

	Hypotheses	Path coefficients	p-values	Decision
H1	Dialogue → customer experience	0.174	0.042	Supported
H2	Access → customer experience	0.074	0.382	Rejected
H3	Risk → customer experience	0.232	0.010	Supported
H4	Transparency → customer experience	0.272	0.009	Supported
H5	Customer experience → Revisit intention	0.640	0.000	Supported
R2	Customer experience		0.495	
R2	Revisit intention		0.519	

6. Discussion

6.1. Theoretical implication

This study contributes to the literature on VCCR, customer experience, and revisit intention. Utilizing the DART framework extends and enriches the existing body of knowledge.

First, the analysis shows that dialogue positively influences customer experience. It emphasizes the importance of active and engaged communication between customers and businesses by demonstrating that dialogue positively influences customer experience. When there is a high level of dialogue, customers have a positive overall impression of the establishment. This is because customer interactions are an opportunity to create a pleasant customer experience and earn loyalty. This finding affirms and extends the insights of Gbandi and Oware (2023), who argued that interaction, commitment, and mutual action are essential for successful service delivery. This finding also contrasts with another study that found no positive impact of dialogue on the hotel guest's experience (Solakis et al., 2022). Second, the findings indicate that access does not significantly affect customer experience. It shifts the focus from enhancing customer experience to recognizing it as a baseline expectation in the modern hospitality industry by showing that access does not significantly affect customer experience. This has theoretical implications for how businesses view access to information as a standard rather than an enhancement and adds nuance to the understanding of value co-creation dynamics as described by (Solakis et al., 2022).

Third, this study found that risk positively influences customer experience. This finding adds to the understanding that companies must clearly outline potential risks and responsibilities associated with their products/services. Comprehensive risk information gives customers and providers a stronger sense of being value co-creators. The findings align with (Polat, 2021), which emphasizes that with comprehensive risk information, customers and providers gain a stronger sense of being value co-creators, leading them to assume responsibility for risk management. It reinforces the modern practice of recognizing customers' ability to evaluate service quality, thus shifting traditional managerial assumptions. This aligns with (Damali et al., 2021; Solakis et al., 2022) observations. Fourth, the data reveals that transparency has the strongest influence on customer experience. This significant influence of transparency on customer experience has broader implications for the hospitality industry, highlighting transparency's critical role in building trust and credibility between businesses and

customers. This finding emphasizes the importance of genuine communication and resonates with the insights of (Gbandi & Oware, 2023; Solakis et al., 2022). Finally, the present study confirms a strong relationship between customer experience and revisit intention. This is consistent with other research that suggests that tourists' experiences are a key factor in their decision to return (Rachão et al., 2021). This provides robust theoretical support for marketing strategies aimed at customer retention. It aligns with value creation as a critical factor in sustaining a destination's appeal, as highlighted by (Situmorang et al., 2020).

6.2. Practical implication

VCCR is a critical capability for hospitality businesses in today's competitive landscape, as customers increasingly demand a personalized and engaging experience. Hospitality businesses should prioritize dialogue, transparency, and risk communication to build VCCR and co-create value with customers. By encouraging dialogue, communicating risks, and being transparent, managers can understand customer preferences and deliver personalized, satisfying experiences. This co-creation helps create pleasant customer experiences and enables service providers to tailor their offerings to meet customer needs.

The study reveals that engaging in effective dialogue positively impacts the customer experience. Hence, it is recommended that managers invest in digital platforms that facilitate dialogue for value co-creation. Training staff in communication enhances dialogue, leading to a better customer experience. Hospitality businesses should create opportunities for co-creation between customers and employees. This can be achieved through channels like customer advisory boards, crowdsourcing initiatives, and special programs. For instance, a hospitality firm could establish a customer board to provide valuable product and service feedback. Furthermore, the hotel could utilize crowdsourcing to gather customer input on their rooms. Even offer programs that allow customers to personalize their stay according to their preferences. Additionally, the development of applications could greatly enhance the convenience for customers when interacting with the hotel. When tourists share information about their experiences, it creates a sense of community among tourists and between tourists and the destination.

Effective understanding and communication of risks are important to enhance customer experiences in value co-creation processes. Organizations improve their ability to collaborate with customers and co-create value by understanding the risks they face. Organizations can enhance risk information sharing by developing clear policies, utilizing technology, and training employees on its importance. In line with the DART framework, managers should proactively consider risk when introducing new products or services. Addressing risks proactively enhances customer experience significantly. Such proactive measures include establishing safety protocols, clear instructions or warnings, and readily available customer support. By managing risk, businesses avert setbacks and enhance the customer experience, increasing the likelihood of return visits.

The findings indicate that transparency is essential for successful VCCR. Given the research findings, it becomes evident that transparency in co-creation practices is a cornerstone for consumer trust. Our study indicates that transparency in co-creation policies and practices directly influences customer trust in the hospitality business. Transparency reduces knowledge asymmetries, allowing for a collaborative and open discourse. Also, transparency fosters

customer and brand engagement, creating a positive experience. It improves the quality of relationship interactions and gives customers the impression that they are community members surrounding the business. Customers have acquired expectations that are now considered standard practice in the environment of the contemporary hospitality sector. Our study indicates that customers expect uninterrupted access to services, information, and opportunities, setting a new baseline in expectations. These factors are essential for meeting changing customer demands and staying competitive in the hospitality industry.

Our data confirms that delivering a superior customer experience is not just a nice-to-have; it's necessary for securing repeat business. Businesses in the hospitality industry must go beyond merely meeting customers' requirements. The findings suggest that hospitality businesses should offer more than just service; they should aim for experiences that leave a lasting impression. In sum, the findings showed that the DART framework serves as a practical guideline for VCCR in the hospitality industry. In practice, achieving a high level of VCCR means actively involving customers in the co-creation process to personalize service offerings.

7. Conclusion

This research explored how VCCR enhances the customer experience within the hospitality industry. The study utilized the DART framework and PLS-SEM on 206 participants. The results indicated that engaging in dialogue significantly impacts customer experience, while access to information, resources, and opportunities is considered a requirement. Moreover, risk and transparency affect customer experience, with transparency being the influential factor. Overall, this study supports the relationship between customer experience and the intention to revisit.

The results affirm the importance of interaction and engagement between businesses and customers. The results indicated to foster dialogue, hospitality businesses need to provide opportunities for customers to give feedback, participate in decision-making processes, and co-create products and services. Businesses must be transparent about any associated risks with their offerings while taking steps to mitigate those risks. This approach helps establish trustworthiness and credibility with customers. Moreover, customers anticipate access to information about products/services along with real-time interaction capabilities with businesses. Meeting these expectations leads to a pleasant customer experience. The practical implications drawn from this study are relevant for managers operating within the hospitality industry. Companies can use these discoveries to engage customers in innovation, mitigating risks, and fulfilling customer demands.

However, there are a few limitations to consider in this study. The DART framework may not fully capture customers' evolving needs and preferences or the dynamic nature of customer relationships. It would be beneficial for studies to explore extensions or adaptations of the DART framework specifically tailored to the unique characteristics of the hospitality industry. Moreover, it is important to note that this study was conducted in Vietnam, which could potentially limit its applicability to regions or countries. Understanding how cultural, economic, or social differences affect the relevance and effectiveness of the DART framework would be valuable for future research in conducting comparative studies across diverse regions and countries.

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Appendix A *Constructs and Measurement Items, including References*

Constructs	Items	References
	D1: The provider communicates with me to receive input on improving the service/product experience.	
Dialogue	D2: The provider is interested in communicating with me about the best ways to design and deliver a quality service/product experience.	(Albinsson et al., 2016)
	D3: The provider uses multiple communication channels to encourage a greater exchange of ideas about the service/product experience with me.	
	D4: The provider and I have an active dialogue on adding value to the service /product experience.	
	D5: I have been encouraged to communicate with the provider about any and all aspects of the service/product experience.	
	D6: Multiple lines of communication are used by the provider to gather input and ideas from me.	
	D7: The provider actively promotes dialogue with me to learn more about my reaction to the service/product experience.	
	D8: I have many opportunities to share ideas with the provider about adding value to the service/The provider experience.	
	D9: The provider makes it easy for me to communicate my ideas about the design and delivery of the service/product experience.	
Access	A1: The provider lets me decide how to receive the service/product offering.	(Bhatt & Chakraborty, 2022; Fernando & Chukai, 2018; Albinsson et al., 2016)
	A2: I have many options for experiencing the service/ product offering.	
	A3: It is easy for me to receive the service/ product offering when, where, and how I want it.	
	A4: The provider gives me an opportunity to share opinions and experiences.	
	A5: The provider provides real-time information to questions and comments from me.	
	A6: The provider maintains an Internet forum where I can exchange opinions with the provider.	
	A7: The provider supports disseminating information about the company on third-party-owned websites.	
Risk	R1: The provider provided me with comprehensive information about risks and benefits assessed for the service experience or product.	(Albinsson et al., 2016)

	R2: I received comprehensive information about the risks and benefits of the service/product experience.	
	R3: The provider fully informs me about all risks stemming from product or service use.	
	R4: The provider provides me with the necessary tools and support to make fully informed decisions as to whether I should participate in the service/ product experience.	
	R5: The provider allows me to make informed decisions regarding the risks and benefits of the product /service experience.	
	R6: The provider encourages me to familiarize myself with the risks associated with the service/product experience.	
Transparency	T1: The provider fully discloses information to me, which helps improve the service/ product experience outcomes.	(Albinsson et al., 2016; Taghizadeh et al, 2016)
	T2: The customer is given open access to information useful in enhancing the overall design and delivery of the service/product experience.	
	T3: The provider and I are treated as equal partners in sharing information that is needed to achieve a successful service/product experience.	
	T4: The provider fully discloses detailed information regarding the costs and pricing associated with the design and delivery of the service/ product experience.	
	T5: The information the provider provides me is up-to-date, fostering the best possible experience with the products/services.	
Customer experience	CX1: I give feedback about the provider's services/products.	(Elsharnouby & Mahrous, 2015)
	CX2: I discuss needs and wants related to the provider's services/products.	
	CX3: I engage in communications with other customers about the provider's services/products.	
	CX4: I suggest improvements to current products and services.	
	CX5: I suggest new products and services.	
	CX6: I search for information (e.g., new services and offers) on the provider's Web site.	
Revisit Intent	RI1: The provider is my first destination choice.	(Rather et al., 2022; Riva et al., 2022)
	RI2: I would recommend that others visit the provider.	
	RI3: I consider myself a loyal patron of the provider.	

Thi Tuong Vy Nguyen
Department of Business Administration, Asia University, Taiwan
E-mail address: vyvypsy@gmail.com
Major area(s): Human Resource Management

Yeneneh Tamirat Negash
Department of Business Administration, Asia University, Taiwan
Institute of Innovation and Circular Economy, Asia University, Taiwan
E-mail address: yeneneh@asia.edu.tw; yenuta@gmail.com
Major area(s): Operations Management, Supply Chain Management, and Responsible
Consumption and Production