

Services research in tourism: advocating the integration of the supplier side

Zehrer, Anita; Muskat, Birgit; Muskat, Matthias

Veröffentlichungsversion / Published Version

Zeitschriftenartikel / journal article

Empfohlene Zitierung / Suggested Citation:

Zehrer, A., Muskat, B., & Muskat, M. (2014). Services research in tourism: advocating the integration of the supplier side. *Journal of Vacation Marketing*, 20(4), 353-363. <https://doi.org/10.1177/1356766714533334>

Nutzungsbedingungen:

Dieser Text wird unter einer CC BY Lizenz (Namensnennung) zur Verfügung gestellt. Nähere Auskünfte zu den CC-Lizenzen finden Sie hier:

<https://creativecommons.org/licenses/by/4.0/deed.de>

Terms of use:

This document is made available under a CC BY Licence (Attribution). For more information see:

<https://creativecommons.org/licenses/by/4.0>

Services research in tourism: Advocating the integration of the supplier side

Journal of Vacation Marketing
2014, Vol. 20(4) 353–363
© The Author(s) 2014
Reprints and permission:
sagepub.co.uk/journalsPermissions.nav
DOI: 10.1177/1356766714533334
jvm.sagepub.com



Anita Zehrer

Management Center Innsbruck (MCI), Austria

Birgit Muskat and Matthias Muskat

University of Canberra, Australia

Abstract

Service quality and design researchers in tourism have long been directed by demand-driven paradigms and consumer-centred rationales. Ontologies and epistemologies are largely output orientated and customer centred, that is, performance of services, number of satisfied customers, loyal repeat visitors, overnight stays, financial performance and others. We argue that a need exists to reduce this imbalance. This conceptual article reviews the relevant literature before developing five fundamental premises regarding the enabler-oriented view of the tourism industry. Future research should conduct empirical studies to validate and/or modify the premises presented in this conceptual article.

Keywords

Conceptual article, enablers of services in tourism, service design, service quality, supplier perspective, tourism services research

Introduction

Tourism is a service-intensive industry that depends on the quality of customers' service experiences and their consequent assessments of satisfaction or dissatisfaction. Thus, the management of services is of crucial importance to the tourism industry; indeed, service management is becoming increasingly important through the global growth of the service sector. This so-called 'tertiarisation' (Montresor and Marzetti, 2011) is a result of changing consumption patterns among tourists (Urry, 1994) and the continuing development of holistic tourism products and packages (Sanchez et al., 2006). In response to these developments, the tourism industry and many other service sectors have utilised various enhancement programs to improve their operations and performance in an attempt to remain competitive. These programs have been discussed with regard to customer service (Fitzsimmons and Fitzsimmons, 2001) and service offerings (Henkoff, 1994), benefits of satisfaction and loyalty (Heskett et al.,

1997), service operations management (Johnston, 1999), organizational service orientation and performance (Lynn et al., 2000; Lytle and Timmerman, 2006), customer retention and market share (Rust et al., 1996) and customer expectations (Schneider and Bowen, 1995).

An abundance of studies demand more services research to expand the knowledge on customer management (Leibold et al., 2002; Keaveney, 1995; Ngai, 2005; Petrick, 2002). Certain studies advocate the need for more demand-driven research that includes "strategic vision, customer knowledge/needs, and the role of technology" (Gamble and Blackwell, 2001: 83), the implementation of enhancement programs such as customer relationship management strategies (Goldsmith and Tsiotsou, 2012; Murdy and Pike,

Corresponding author:

Anita Zehrer, MCI Tourism, Management Center Innsbruck (MCI), Weiherburggasse 8, Innsbruck 6020, Austria.
Email: anita.zehrer@mci.edu

Table 1. Operationalisation of outcome and enabler measures for service.

Indicators for outcome orientation	Indicators for enabler orientation
<ul style="list-style-type: none"> • overnight stays • value added figures • customer satisfaction, loyalty • behavioural intentions, repeat visitation • booking and buying figures • financial performance figures • impact studies and performance measurement • marketing controlling figures • tourist flows and mobility 	<ul style="list-style-type: none"> • leadership and leadership skills • organizational policies and strategies • resources • empathy of the employees • motivation of the employees • employee satisfaction • decision-making processes • problem-solving processes • organizational and job commitment • internal and external knowledge

Source: Fernández and Bedia, 2006: 771; Parasuraman et al., 1988: 20; Tribe and Snaith, 1998: 26.

Table 2. Outcome orientation in academic tourism papers between 1998 and 2007.

Outcome orientation of papers (cross-tab)				
		outcome orientation	enabler orientation	overall
year	1998	78	32	110
	1999	82	35	117
	2000	112	18	130
	2001	115	18	133
	2002	129	4	133
	2003	120	17	137
	2004	142	11	153
	2005	150	21	171
	2006	177	28	205
	2007	163	37	200
overall		1,268	221	1,489

Source: own illustration.

n = 1,489 full papers (no book reviews, case studies, comments, research notes, opinion pieces) top 3 tourism journals: *Annals of Tourism Research* (ATR), *Journal of Travel Research* (JTR), *Tourism Management* (TM).

2012; Özgener and İraz, 2006; Siu et al., 2013; Stockdale, 2007; Vogt, 2011) and additional approaches that investigate methods for improving customer value measures (Chen and Chen, 2010; Gallarza et al., 2012; Sanchez et al., 2006). A field that has emerged to help understand customers' views better is 'service design' (Trischler and Zehrer, 2012; Zehrer, 2009).

However, studies that demand a more in-depth understanding of how those outputs have been generated, processed and implemented are not included, despite the fact that any success of any service provider is ultimately determined by the potential quality of a tourism company. Hence, the evaluation and measurement of quality and design of services remain largely outcome oriented and, thus, mono-dimensional and not

holistic. Therefore, we argue that enablers must also be evaluated and assessed because these factors influence the quality outcome of a service.

Following the introduction, we provide evidence for our argument that tourism research strongly focuses on demand-driven research paradigms. The article then reviews the relevant services research literature regarding the concepts of (i) services, (ii) service quality and (iii) service design. The article then offers a series of fundamental premises regarding the most important enabler-driven issues of service quality and service design for tourism companies. Finally, the article discusses the limitations of the study and future research possibilities and concludes with a summary of the major findings.

Outcome orientation in tourism research

A content analysis of the three highest ranked tourism journals—*Annals of Tourism Research*, *Journal of Travel Research* and *Tourism Management*—over 10 years showed that the majority of the published articles (85.2%) rely on the output of services (see Table 2). These three journals were selected because they are prominent and influential publication outlets in the field of tourism, with a number of studies over the last 22 years consistently ranking them as the top three most influential journals (Chang and McAleer, 2012; McKercher et al., 2006; Pechlaner et al., 2004; Ryan, 2005; Sheldon, 1990; Zehrer, 2007a, 2007b). All three journals received the highest ranking possible across different rating systems, indicating that they represent '... the best or leading journal[s] in its field [and] publish outstanding, original and rigorous research that will shape the field' (Harzing, 2012: 7). Table 1

shows the criteria used to operationalise the outcome orientation as the overall result of a service.

Table 2 shows the results of the quantitative content analysis. The analysis of 1489 journal articles reveals that the large majority deals with outcome-oriented measures. Researchers are putting far more effort into understanding demand-driven constructs of service quality in tourism than in investigating the enabling factors. The data analysis confirms that tourism research is largely output oriented (see Table 2). However, with the assessment of the output measures (e.g. number of satisfied customers, loyal repeat visitors, overnight stays and financial performance), the question on enablers and potential arises. Those enablers and potential actually lead to the results that output-oriented studies measure. The potential orientation, speaking of structures, potentials and processes of services criteria are only peripherally addressed. However, the processes of the value chain, organizational culture, leadership styles, employee engagement and commitment, corporate policy, strategies and use of resources, among others, require further consideration because these factors help overcome the costs of non-quality (Clark et al., 2009; Gimenez-Espin et al., 2013; Muskat et al., 2013; Romeiß-Stracke, 1995; Snyder et al., 2010; Stauss, 1998; Yee et al., 2013).

In service-intense industries, assessment of the enablers of services is necessary to foresee unplanned results. Therefore, the systematic identification and implementation of enablers and potentials are considered crucial with respect to quality assurance in a service company, such as a tourism business.

Therefore, the aim of this study is threefold:

- firstly, to demonstrate that an imbalance of tourism studies with underlying demand-driven paradigms exists;
- secondly, to develop the argument for the necessity of developing more research that supports the enabler side of services and
- thirdly, to establish a link between consumers and enablers of service quality and design for the tourism context, advocating an integrative, systemic view of service in tourism.

The findings of this article will assist tourism companies in dealing with challenges to their operating efficiency and profitability. The article is conceptual in nature. This subjectivist epistemology suits and benefits research purposes that

suggest new ways of thinking and discuss ‘big, holistic questions that are not amendable to empirical analysis’ (Xin et al., 2013: 73). We take a hermeneutic approach which is defined as ‘the study of the locus and principles of interpretation’ (Ferguson, 1986: 4) and was understood as the task of ‘hearing’ what an ancient text has to say. Meanwhile, the term has seen a shift from ‘explaining’ to ‘understanding’ (Baumann, 2010; Seeböhm, 2007).

Services research in tourism

Services

A service is a complex phenomenon. A review of the academic literature shows that no agreement exists on definitions of the term ‘service’. In the area of marketing research, services are defined in very different ways, that is, constitutive characteristics are attributed to single service dimensions (Bruhn, 2003; Guthoff, 1995; Lovelock, 1983; Parasuraman et al., 1985; Zeithaml et al., 1985). Services are immaterial goods characterised by the fact that production and consumption coincide; they are primarily intangible, making it impossible to stock services in the same way one would store goods (Canton, 1989; Cronin and Taylor, 1992; Groenroos, 1984; Hill, 1977; Parasuraman et al., 1985, 1988; Rushton and Carson, 1985).

Tourism products (Smith, 1994) and tourism services (Kandampully, 2000) are often pictured as ‘bundles’ of single service components. This bundle consists of the following four features: supporting facility, facilitating good, explicit service and implicit service (Fitzsimmons and Fitzsimmons, 2001). ‘The package is divided into two main categories: the main service or core service and auxiliary services or extras, which are sometimes referred to as peripherals or peripheral services, sometimes also as facilitator services’ (Groenroos, 2001: 164). (...) ‘Customers do not look for goods or services per se; they look for solutions that serve their own value-generating process’ (Groenroos, 2001: 3–4).

For example, Bruhn (1995, 2003) distinguished four definitions of services: (1) activity-based definition: This approach classifies each human activity as a service, yet as a broad scope of action, the approach is only partially convincing because little room exists for service-specific characteristics (Meffert and Bruhn, 2003), (2) potential-oriented service definition: service potentials are supplied by the service

provider and comprise service willingness and service ability in the form of personal, objective or immaterial resources. Potential-oriented definitions are tied to the efficiency of human resources and technical equipment (e.g. machines). Therefore, services are first a productivity promise; they are immaterial and require customers' active participation (Hentschel, 1992; Kamiske and Brauer, 1993), (3) process-oriented service definition: services are viewed as a sequence of processes rather than one 'thing'; such definitions integrate the involvement of consumers and consider time and character of services (Groenroos, 1984; Hentschel, 1992) and (4) result-oriented service definition: services are interpreted as immaterial goods, which are the result of a service process (Bruhn, 2003).

Hentschel (1992) suggested a further model to describe the transaction process of services: the three definitions of services must be regarded in a phase model, as a simple flow process chart of service transaction (Whittle and Foster, 1991). The customer influences the development and results of the service development process as a more or less passive production.

This section explains the various definitions used to determine services. Predominantly, we found that researchers have been arguing from a marketing customer-driven perspective. The approach by Bruhn and Hentschel is one of the few to integrate a process view of services, which addresses contact points between organizations—the enablers—and consumers.

Service quality models

Numerous service quality models have been developed to describe the quality perception of services. The majority of these models have the goal of operationalising and measuring service quality and highlight the concept of potential and outcome service quality; the most important ones are as follows (Bruhn, 2003).

Donabedian (1980) was one of the first to reflect on service quality, to operationalise the term and to develop a widely acknowledged quality model. His model distinguishes three service attributes: (1) *structure* encompasses stable characteristics and refers to the abilities of service providers and employees to deliver the service (e.g. technical equipment and physical and organizational work environment), (2) *process* attributes comprise all activities taking place during service delivery and (3) *outcome* characteristics stand for the final result or performance

level. Donabedian principally assumed a certain linearity between the three components, yet refers to insufficient knowledge of the relationship between structural quality and process quality (Bezold, 1996; Donabedian, 1980; Haller, 1993; Meyer and Mattmueller, 1987). Although structural quality describes the service provider potential, process quality signifies the service delivery manner and finally meets the outcome quality, which will add value for customers.

Groenroos (1983) distinguishes between two dimensions—a technical and a functional dimension of services—and describes the functional component as the 'way' the service was delivered, whereas the technical dimension represents the outcome of the production process and is relevant to the customer's service evaluation. However, because the service is produced through interaction with the consumer, the technical quality dimension cannot count for the total quality perceived by the consumer. Obviously, the customer is also influenced by the manner in which technical quality is functionally transferred to them. Hence, the consumer is interested not only in what he or she receives as an outcome of the production process but also in the process itself. Whereas technical quality might be evaluated using objective criteria and reveals objective perceptions, the functional dimension is subject to the customer's personal judgment and unveils subjective perceptions. Obviously, the functional quality dimension cannot be evaluated as subjectively as the technical one. In fact, the functional dimension is perceived subjectively (Groenroos, 1983).

Meyer and Mattmueller's model (1987) is based on the main findings of Donabedian and Groenroos. In addition to the basic differentiation in 'what' and 'how', Meyer and Mattmueller (1987) based their model on the assumption that service quality is characterised and shaped by four service-specific marketing dimensions or sub-qualities: quality potential of service provider, quality potential of customers, process quality and output quality. Any of these four sub-qualities offers its own possibilities to heighten the consumer's quality perceptions of what is perceived and how it is perceived according to the technical and functional quality dimensions described by Groenroos. This service quality model represents a further development of previous quality models in a way that the influence of the external factor is strongly included. *Potential quality* is determined by the available capability of internal subjects (service

providers and employees) and the supplying internal objects (e.g. technical equipment). The potential quality as perceived by customers reflects their basic attitudes in terms of psychological, intellectual or emotional participation in the service delivery process and has positive, negative or neutral effects and pre-determines quality. The process quality may be viewed as the result of numerous interactions between the service provider and customer and influences overall quality. This process is similar to Groenroos' partial qualities and orientates on what the customer gets (tech quality) and how the service is delivered (touch quality). The outcome quality is composed of 2 quality areas: timely fixed 'procedural outcome quality' in accordance with Donabedian and 'inferential quality', which has the character of continuous quality as described by Meyer and Mattmueller (1987).

The application of quality management research specifically to the service sector commenced in the 1980s and developed in two separate schools: the Scandinavian school with Groenroos and Gummesson and the North American School led by Parasuraman, Zeithaml and Berry. Both sets of researchers come from a marketing background. All models have in common that service quality is assessed according to differing partial qualities or quality phases/stages, and they all are based on the potential process and outcome phase of services.

Service design

Service design considers services as products that need to be systematically developed with a clear focus on customer value. More precisely, Gummesson (1994) described service design as the hands-on activities that describe and detail a service, the service system and the service delivery process.

Service design tools offer an alternative to the conventional approach to analysing and evaluating service experiences. Apart from the centrality of user-centred design and co-creation in service design thinking (Stickdorn and Schneider, 2010), service design provides profound insights into how customers experience the service and visualises the processes that may be effective for handling the complexity and variety of service experiences (Zomerdiijk and Voss, 2010).

Research on service design has evolved over the years from being design centred to being user centred (Holmlid, 2005, 2009; Mager, 2009; Sanders and Stappers, 2008); thus, it is applicable

within tourism. Zehrer (2009) discussed service design with a focus on Small and Medium-sized Enterprises (SMEs) in tourism with a demand perspective. Kansa and Wilde (2008) analysed the characteristics of information and service design by exploring tourists' needs and motivations. Service design in tourism was also explored with regard to destination management, again with a customer focus (Frischhut et al., 2012; Stickdorn and Zehrer, 2009).

Even if Mager previously defined service design as '... the functionality and form of services from the perspective of clients' (Mager, 2008: 355), the topic recently evolved into a holistic approach aimed at designing services from both the user perspective and the provider perspective (Mager and Sung, 2011). Recent research in service design and tourism acknowledged the lack of the supply side (Dalton et al., 2009; Lally and Fynes, 2006) with missing factors such as 'management strategic directions' and 'employees viewpoints' (Trischler and Zehrer, 2012: 67). The current article now aims to move forward in this direction. Although service design to date has only been explored with the customer-oriented perspective in mind (Maffei et al., 2005; Teixeira et al., 2012; Williams and Buswell, 2003; Zomerdiijk and Voss, 2010), we assume that it has the potential to be discussed from the supply and enabler side as well, opening up an area with a potential research perspective for applying service design with a holistic approach both within and outside tourism research.

Fundamental premises and discussion

On the basis of the findings of the literature review, this conceptual article puts forward a series of fundamental premises regarding the management of service quality and service design for companies engaged in tourism.

Knowledge/epistemologies of tourism services

The previous discussion shows that service quality has a long tradition as a component of services research in tourism. Whereas service quality has established models, service design is a rather newly emerging area. Both areas are largely output oriented and most research relates and refers to marketing research areas. Hence, note that in both areas of services research in

tourism, ontologies and epistemologies remain largely marketing and consumer driven (Chen and Chen, 2010; Gallarza et al., 2012; Murdy and Pike, 2012; Özgener and İraz, 2006; Sanchez et al., 2006; Siu et al., 2013, Stockdale, 2007; Vogt, 2011).

Additionally, in the emerging tourism services area of service design, the central question for researchers has been to date understanding customers' views on service design (Trischler and Zehrer, 2012; Zehrer, 2009), service quality and their satisfaction (Bitner et al., 1990; Laws, 1998; Parasuraman et al., 1985), and components of customers' experience are considered the outcome of a successfully managed service delivery system (Laws, 1986; Lehtinen and Lehtinen, 1982). Assertions about reality are based on customer views and needs; origins of knowledge about tourism services stem predominantly from tourist-centred, demand-related sources.

However, to more comprehensively understand tourism services, we propose:

- P1 A tourism researcher should consider multiple epistemologies and engage equally in customer- and enabler-related and generated knowledge.

Integration of enabling factors in service quality models and service design

The literature review discussed three seminal models that conceptualise service quality. We showed that the potential orientation of services, which comprises structures, potentials, processes of services, the value chain, leadership styles, corporate policy, strategies, the use of resources and others, was theoretically considered in various models, as follows.

1. Donabedian's model includes the three components—structure, process and outcome. Donabedian principally assumed certain linearity among the three components, yet referred to insufficient knowledge on the relationship between structural quality and process quality (Bezold, 1996; Donabedian, 1980; Haller, 1993; Meyer and Mattmueller, 1987).
2. Groenroos (1983) distinguished between a technical and functional dimension of services, thus differentiating between expected and perceived qualities.
3. The model by Meyer and Mattmueller (1987) is based on the main findings of Donabedian and Groenroos and

distinguishes among the sub-qualities: quality potential of service provider, quality potential of customers, process quality and output quality.

As shown, all models highlight the importance of considering and integrating enablers into achieving high service quality, leading to the second premise:

- P2 Service quality and service design largely depend on its enablers.

Service design research and the potential to develop an integrative model

Service design research is a relatively new area in tourism services research (see Section 2.3). Studies in tourism services research have been mostly practice related (Frischhut et al., 2012; Holmlid, 2005, 2009; Kansa and Wilde, 2008; Mager, 2009; Sanders and Stappers, 2008; Stickdorn and Zehrer, 2009; Zehrer, 2009) and elaborated on applied themes around issues on how to best design services whilst integrating customer experiences (Maffei et al., 2005; Teixeira et al., 2012; Williams and Buswell, 2003; Zomerdijsk and Voss, 2010).

Although few theoretical models exist that conceptualise service design, the literature review showed that the area is emerging (Dalton et al., 2009; Lally and Fynes, 2006; Mager and Sung, 2011; Trischler and Zehrer, 2012). Therefore, models to conceptualise service design are anticipated to be developed in the near future.

For future research and anticipated emerging model development in tourism service design research, we propose:

- P3 Integration of both output and enabling factors and dimensions in forthcoming tourism service design models is required.

Systematic identification and implementation of enablers

When service quality largely depends on its enablers (see premise 1) and an increase in the potential orientation of service providers leads to higher output quality, obtaining additional knowledge on service enablers is necessary. Following the potential-oriented service definition according to Bruhn (2003, 1995), service potential is supplied by the service provider and comprises service willingness and service ability in

the form of personal, objective or immaterial resources (Hentschel, 1992; Kamiske and Brauer, 1993). To assess and value potentials and enablers, service companies must systematically identify them and measure their quality, leading to the fourth premise:

P4 Enablers and potentials of services must be systematically identified and measured.

Employee qualification and tourism services research (service quality and service design)

Employee qualification is an enabler of service quality and service design. Changing circumstances and developments related to tourism consistently lead to new challenges for the higher education system (Ottewill et al., 2005; Tribe, 2005; Woodley and Brennan, 2000).

To meet the demands of the tourism industry on both a personal and a job/career level, people need competencies that enable them to manage the changing circumstances of the business world (Bagshaw, 1996). These new circumstances have led to discussions focusing on integrated approaches to tourism education including contemporary, content-specific disciplines and a list of skills and competencies termed employability, soft skills, personal skills, generic skills, attributes or capabilities (Atkins, 1999; Hager and Holland, 2006; Holmes, 2001). If competencies are classified, the literature distinguishes among several types of and approaches to competencies, which are summarised as follows (Kauffeld et al., 2002; Kolb, 2002; Sonntag and Schmidt-Rathjens, 2004):

- *Professional competencies* comprise skills, abilities and knowledge necessary to meet the challenges and tasks of one's profession;
- *Methodological competencies* are universal problem-solving and decision-making competencies that may be applied in one's job and in one's personal surroundings;
- *Social competencies* are abilities that enable to act in social surroundings and includes cooperating with other people, interacting with them and building effective relationships; and
- *Leadership competencies* are abilities that display inspiration for a shared vision to enable others to act or to encourage them.

Our last fundamental premise is as follows:

P5 Employees in tourism must be qualified with regard to professional, methodological, social and leadership competencies.

Limitations and further research

The present article has certainly acknowledged limitations that need to be taken into account when considering the results of the study and its contributions.

The most significant limitation is that this article is purely conceptual and developed fundamental premises regarding service quality and its enablers in tourism. Conceptual articles are subjectivist and not based on empirical data; therefore, they are uncertain (Xin et al., 2013). Hence, this article did not intend to present an objective truth.

To further investigate why tourism services' research is dominated by customer- and output-oriented studies, we recommend future empirical studies of a qualitative and quantitative nature. Such studies are required to interpret, validate and/or modify the premises developed in this exploratory theoretical article. Such studies need not be restricted to the tourism industry. The fundamental characteristics of services—whether a tourism service or a non-tourism service—are such that the premises developed in this article might well be applicable to a service quality in a variety of service industries (such as banking or financial services).

Conclusions and implications

The purpose of this article has been to shed light on a notable epistemological issue in tourism services research: the imbalance of tourism studies with demand-driven, customer-centred research paradigms. We have developed the argument to necessitate additional research that presents knowledge stemming and arguing from a supplier and enabler perspective. We propose the integration of service enablers into future research and highlight the need for more integrative, systematic research of services in tourism.

The literature review showed that definitions of the term service are largely founded in marketing and are primarily and exclusively customer driven. Rarely do any models include the organizational perspective—the enabler side. However, we have also demonstrated that services rely on the enabler side that create and enable those services. Established models of service quality (Donabedian, 1980; Groenroos, 1983; Meyer and

Mattmueller, 1987) aimed to operate and measure process outputs. Additionally, service design research, an emerging services research topic in tourism, predominantly has focused to date on outputs and customer experiences rather than discussing or integrating the enabler's perspective.

This discussion and the findings are summarised into the following five fundamental premises.

- P1 Tourism researcher should consider multiple epistemologies and engage equally on customer- and enabler-related and generated knowledge.
- P2 Service quality and service design largely depend on its enablers.
- P3 Integration of both output and enabling factors and dimensions in forthcoming tourism service design models is required.
- P4 Enablers and potentials of services must be systematically identified and measured.
- P5 Employees in tourism must be qualified with regard to professional, methodological, social and leadership competencies.

We contend that including the enabler perspective into future research in tourism service is necessary to reduce the imbalance and expand knowledge on the supply side. We claim that a need exists to involve tourism operators in this thinking, particularly with regard to the definition and improvement of service-delivery processes. Thus, a service orientation as an organisational predisposition that encourages a distinctive approach to all aspects of the consumer market (Zehrer, 2009) forms the basis for achieving continuing service quality standards in service businesses. If tourism operators are to improve customer experiences and enhance satisfaction for their guests, first enablers of service quality must be improved and further developed.

A prerequisite for achieving the formerly defined aim is a certain level of qualification and competencies on the suppliers' side. Thus, we encourage further research in the field of higher education and ask for revised training programs to be introduced by future decision makers (Hofstetter, 2004), since there seems to be a gap between what higher education institutions offer as management and entrepreneurship level tourism education and the requirements as expressed by the customers. We claim that the identification and implementation of service potentials

literally asks for highly developed skills of the future tourism workforce.

This study is one of the few to have conceptually addressed the relevance of an enabler-oriented perspective in the quality and design of services. We encourage researchers to investigate on the issues raised and to confirm the fundamental premises made.

Funding

This research received no specific grant from any funding agency in the public, commercial or not-for-profit sectors.

References

- Atkins M (1999) Oven-ready and self-basting: taking stock of employability skills. *Teaching in Higher Education* 4(2): 267–280.
- Bagshaw M (1996) Creating employability: how can training and development square the circle between individual and corporate interest? *Industrial and Commercial Training* 28(1): 16–18.
- Baumann Z (2010) *Hermeneutics and Social Science: Approaches to Understanding*. London, UK: Routledge.
- Bezold T (1996) *Zur Messung der Dienstleistungsqualität: Eine Theoretische und Empirische Studie zur Methodenentwicklung Unter Besonderer Berücksichtigung des Ereignisorientierten Ansatzes*. Frankfurt am Main, Germany: Lang.
- Bitner MJ, Booms BH and Tetreault MS (1990) The service encounter: diagnosing favorable and unfavorable incidents. *Journal of Marketing* 54(1): 71–84.
- Bruhn M (1995) Begriffliche Grundlagen des Dienstleistungsmarketing und der Dienstleistungsqualitaet. In: Bruhn M and Stauss B (eds) *Dienstleistungsqualitaet: Konzepte, Methoden, Erfahrungen*. Wiesbaden, Germany: Gabler, pp. 20–46.
- Bruhn M (2003) *Qualitätsmanagement für Dienstleistungen – Grundlagen, Konzepte, Methoden*. Berlin/Heidelberg, Germany: Springer.
- Canton ID (1989) Retrain product marketers to market services. *Marketing News* 23(6): 11.
- Chang CL and McAleer M (2012) Citations and impact of ISI tourism and hospitality journals. *Tourism Management Perspectives* 1: 2–8.
- Chen CF and Chen FS (2010) Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists. *Tourism Management* 31(1): 29–35.
- Clark RA, Hartline MD and Jones KC (2009) The effects of leadership style on hotel employees' commitment to service quality. *Cornell Hospitality Quarterly* 50(2): 209–231.

- Cronin Jr JJ and Taylor SA (1992) Measuring service quality: a reexamination and extension. *The Journal of Marketing* 56: 55–68.
- Dalton R, Lynch P and Lally AM (2009) Towards an understanding of experience concept development in tourism service design. In: EuroCHRIE, Helsinki, Finland, 22–24 October. Available at: <http://repository.wit.ie/1465/> (accessed November 2013).
- Donabedian A (1980) *The Definition of Quality and Approaches to its Assessment and Monitoring*. Ann Arbor, MI: Health Administration Press.
- Ferguson DS (1996) *Biblical Hermeneutics: An Introduction*. London, UK: SCM Press.
- Fernández MCL and Bedia AMS (2006) Is the hotel classification system a good indicator of hotel quality? An application in Spain. *Tourism Management* 25(6): 771–775.
- Fitzsimmons JA and Fitzsimmons MJ (2001) *Service Management: Operations, Strategy, and Information Technology*. Boston, MA: McGraw-Hill Inc.
- Frischhut B, Stickdorn M and Zehrer A (2012) Mobile ethnography as a new research tool for customer-driven destination management: a case study of applied service design in St. Anton/Austria. In: CAUTHE (ed) *Book of Proceedings – The new golden age of tourism and hospitality, book 2*, pp. 160–166. Melbourne, Australia: CAUTHE.
- Gallarza MG, Gil-Saura I and Holbrook MB (2012) Customer value in tourism services: meaning and role for a relationship marketing approach. In: Tsiotsou RH and Goldsmith RE (eds) *Strategic Marketing in Tourism Services*. Bingley, UK: Emerald, pp. 147–163.
- Gamble P and Blackwell J (2001) *Knowledge Management: A State of the Art Guide*. UK: Kogan Page Ltd.
- Gimenez-Espin JA, Jiménez-Jiménez D and Martínez-Costa M (2013) Organizational culture for total quality management. *Total Quality Management and Business Excellence* 24(5-6): 678–692.
- Goldsmith RE and Tsiotsou RH (2012) Implementing relationship marketing in hospitality and tourism management. In: Tsiotsou RH and Goldsmith RE (eds) *Strategic Marketing in Tourism Services*. Bingley, UK: Emerald, pp. 139–146.
- Groenroos C (1983) *Innovative Marketing Strategies and Organizational Structures for Service Firms. Emerging Perspectives on Services Marketing*. Chicago, IL: American Marketing Association.
- Groenroos C (1984) A service quality model and its marketing implications. *European Journals of Marketing* 18(4): 36–44.
- Groenroos C (2001) *Service Management and Marketing*. New York, NY: Wiley.
- Guthoff J (1995) *Qualität komplexer Dienstleistungen. Konzeption und empirische Analyse der Wahrnehmungsdimensionen*. Wiesbaden, Germany: Gabler.
- Gummesson E (1994) Making relationship marketing operational. *International Journal of Service Industry Management* 5(5): 5–20.
- Hager P and Holland S (2006) Introduction. In: Hager P and Holland S (eds) *Graduate attributes, learning and employability*. Dordrecht, The Netherlands: Springer, pp. 1–15.
- Haller S (1993) Methoden zur Beurteilung von Dienstleistungsqualität. Überblick zum State of the Art. *Zeitschrift für betriebswirtschaftliche Forschung* 45(1): 19–39.
- Harzing AW (2012) *Publish or Perish*. Available at: <http://www.harzing.com/pop.htm> (accessed 28 April 2012).
- Henkoff R (1994) Service is everybody's business. *Fortune* 27: 48–60.
- Hentschel B (1992) *Dienstleistungsqualität aus Kundensicht. Vom Merkmals- zum Ereignisorientierten Ansatz*. Wiesbaden, Germany: Gabler.
- Heskett JL, Sasser E and Schlesinger LA (1997) *The Value Profit Chain: Treat Employees Like Customers and Customers Like Employees*. New York, NY: Simon & Schuster.
- Hill TP (1977) On goods and services. *The Review of Income and Wealth* 23(4): 315–338.
- Hofstetter FT (2004) The future's future: implications of emerging technology for hospitality and tourism education program planning. *Journal of Teaching in Travel & Tourism* 4(1): 99–113.
- Holmes L (2001) Reconsidering graduate employability: the 'Graduate Identity' approach. *Quality in Higher Education* 7(2): 111–119.
- Holmlid S (2005) Service design methods and UCD practice. *User Involvement in e-Government development projects*, 63. Available at: http://www.sintefgroup.com/project/EFFIN/Dokumenter/Workshop%201%202005/Interact%20Proceedings_final.pdf#page=63 (accessed November 2013).
- Holmlid S (2009) Interaction design and service design: Expanding a comparison of design disciplines. *Nordes*, (2). Available at: <http://www.nordes.org/opj/index.php/n13/article/view/157/140> (accessed November 2013).
- Johnston R (1999) Service operations management: return to roots. *International Journal of Operations & Production Management* 19(2): 104–124.
- Kamiske GF and Brauer JP (1993) *Qualitätsmanagement von A bis Z. Erläuterungen moderner Begriffe*

- des Qualitätsmanagements. Munich, Germany/Vienna: Carl Hanser Verlag.
- Kandampully J (2000) The impact of demand fluctuation on the quality of service: a tourism industry example. *Managing Service Quality* 10(1): 10–19.
- Kansa EC and Wilde E (2008) Tourism, peer production, and location-based service design. In: IEEE (ed) *Services Computing SCC'08 IEEE International Conference*, pp. 629–636. Honolulu, HI: IEEE.
- Kauffeld S, Frieling E and Grote S (2002) Soziale, personale, methodische oder fachliche: Welche Kompetenzen zählen bei der Bewältigung von Optimierungsaufgaben in betrieblichen Gruppen? *Zeitschrift für Psychologie/Journal of Psychology* 210(4): 197–208.
- Keaveney SM (1995) Customer switching behavior in service industries: an exploratory study. *The Journal of Marketing*, 59(2): 71–82.
- Kolb M (2002) *Personalmanagement*. Berlin, Germany: Berliner Wissenschaftsverlag.
- Lally AM and Fynes B (2006) Articulating service concept to enhance tourism experience design. *Irish Academy of Management Conference*. Available at: <http://eprints.wit.ie/309/> (accessed November 2013).
- Laws E (1986) Identifying and managing the consumerist gap. *Service Industries Journal* 6(2): 131–143.
- Laws E (1998) Conceptualizing visitor satisfaction management in heritage settings: an exploratory blueprinting analysis of Leeds Castle, Kent. *Tourism Management* 19(6): 545–554.
- Lehtinen U and Lehtinen JR (1982) *Service Quality: A Study of Quality Dimensions*. Helsingfors, Finland: Service Management Institute.
- Leibold M, Probst G and Gibbert M (2002) *Strategic Management in the Knowledge Economy*. Publicis/Wiley, Erlangen, London.
- Lovelock CH (1983) Classifying services to gain strategic marketing insights. *The Journal of Marketing* 47(3): 9–20.
- Lynn ML, Lytle RS and Bobek S (2000) Service orientation in transitional markets: does it matter? *European Journal of Marketing* 34(3/4): 279–298.
- Lytle RS and Timmerman JE (2006) Service orientation and performance: an organizational perspective. *Journal of Services Marketing* 20(2): 136–147.
- Maffei S, Mager B and Sangiorgi D (2005) *Innovation Through Service Design. From Research and Theory to a Network of Practice: A User Driven Perspective*. Helsinki, Finland: University of Art and Design. 22–24 September 2005.
- Mager B (2008) Service design definition. In: Erlhoff M and Marshall T (eds) *Design Dictionary*. Basel, Switzerland: Birkhäuser, pp. 354–356.
- Mager B (2009) Service design as an emerging field. In: Miettinen S and Koivisto M (eds) *Designing Services with Innovative Methods*. Helsinki, Finland: Savonia University of Applied Sciences, pp. 28–43.
- Mager B and Sung TJ (2011) Special issue editorial: Designing for services. *International Journal of Design* 5(2): 1–3.
- McKercher B, Law R and Lam T (2006) Rating tourism and hospitality journals. *Tourism Management* 27(6): 1235–1252.
- Meffert H and Bruhn M (2003) *Dienstleistungsmarketing: Grundlagen – Konzepte – Methoden*. Wiesbaden, Germany: Gabler.
- Meyer A and Mattmueller R (1987) Qualität von Dienstleistungen. Entwurf eines praxisorientierten Qualitätsmodells. *Marketing, Zeitschrift fuer Forschung und Praxis* 9(3): 187–195.
- Montresor S and Marzetti GV (2011) The deindustrialisation/tertiarisation hypothesis reconsidered: a subsystem application to the OECD7. *Cambridge Journal of Economics* 35(2): 401–421.
- Murdy S and Pike S (2012) Perceptions of visitor relationship marketing opportunities by destination marketers: An importance–performance analysis. *Tourism Management* 33(5): 1281–1285.
- Muskat B, Muskat M and Blackman D (2013) Understanding the cultural antecedents of quality management in tourism. *Managing Service Quality* 23(2): 131–148.
- Ngai EWT (2005) Customer relationship management research (1992–2002): an academic literature review and classification. *Marketing Intelligence & Planning* 23(6): 582–605.
- Ottewill R, Riddy P and Fill K (2005) International networks in higher education: realising their potential? *On the Horizon* 13(3): 138–147.
- Özgener Ş and İraz R (2006) Customer relationship management in small–medium enterprises: the case of Turkish tourism industry. *Tourism Management* 27(6): 1356–1363.
- Parasuraman A, Zeithaml VA and Berry LL (1985) A conceptual model of service quality and its implications for future research. *The Journal of Marketing* 49(4): 41–50.
- Parasuraman A, Zeithaml VA and Berry LL (1988) SERVQUAL: a multiple–item scale for measuring customer perceptions of service quality. *Journal of Retailing* 64(1): 2–19.
- Pechlaner H, Zehrer A, Matzler K, et al. (2004) A ranking of international tourism and hospitality journals. *Journal of Travel Research* 42(4): 328–332.
- Petrick JF (2002) Experience use history as a segmentation tool to examine golf travellers' satisfaction, perceived value and repurchase

- intentions. *Journal of Vacation Marketing* 8(4): 332–342.
- Romeiß-Stracke F (1995) *Service-Qualitaet im Tourismus*. Munich, Germany: ADAC-Verlag.
- Rushton AM and Carson DJ (1985) The marketing of services. Managing the intangibles. *European Journal of Marketing* 19(3): 19–40.
- Rust RT, Zahorik AJ and Keiningham TL (1996) *Service Marketing*. New York, NY: Harper Collins.
- Ryan C (2005) The ranking and rating of academics and journals in tourism research. *Tourism Management* 26(5): 657–662.
- Sanchez J, Callaris L, Rodriguez RM, et al. (2006) Perceived value of the purchase of a tourism product. *Tourism Management* 27(3): 394–409.
- Sanders EBN and Stappers PJ (2008) Co-creation and the new landscapes of design. *Co-Design* 4(1): 5–18.
- Schneider B and Bowen DE (1995) *Winning the Service Game*. Boston, MA: Harvard Business School Press.
- Seebohm TM (2007) *Hermeneutics: Method and Methodology*. Dordrecht, The Netherlands: Kluwer Academic Publishers.
- Sheldon PJ (1990) Journal usage in tourism: Perceptions of publishing faculty. *Journal of Tourism Studies* 1(1): 42–48.
- Siu NYM, Zhang TJJ, Dong P, et al. (2013) New service bonds and customer value in customer relationship management: the case of museum visitors. *Tourism Management* 36(3): 293–303.
- Smith SL (1994) The tourism product. *Annals of Tourism Research* 21(3): 582–595.
- Snyder NH, Dowd Jr JJ and Houghton DM (2010) *Vision, Values, and Courage: Leadership for Quality Management*. New York, NY: The Free Press.
- Sonntag K and Schmidt-Rathjens C (2004) Kompetenzmodelle – Erfolgsfaktoren im HR-Management? Ein strategie- und evidenzbasierter Ansatz der Kompetenzmodellierung. *Personalfuehrung* 37(10): 18–26.
- Stauss B (1998) Total quality management im tourismus. In: Haedrich G, Kaspar C, Klemm K and Kreilkamp E (eds) *Tourismus-Management. Tourismus-Marketing und Fremdenverkehrsplanung*. Berlin/New York: de Gruyter, pp. 357–377.
- Stickdorn M and Schneider J (2010) *This is Service Design Thinking*. Amsterdam, The Netherlands: BIS Publishers.
- Stickdorn M and Zehrer A (2009) Service design in tourism: Customer experience driven destination management. In: *Dethinking Service, Rethinking Design: First Nordic Conf. Service Design Service Innovation*, Oslo School of Architecture and Design, Oslo.
- Stockdale R (2007) Managing customer relationships in the self-service environment of e-tourism. *Journal of Vacation Marketing* 13(3): 205–219.
- Teixeira J, Patrício L, Nunes NJ, et al. (2012) Customer experience modeling: from customer experience to service design. *Journal of Service Management* 23(3): 362–376.
- Tribe J (2005) Tourism, knowledge and the curriculum. In: Airey D and Tribe J (eds) *An International Handbook of Tourism Education*. Amsterdam, The Netherlands: Elsevier, pp. 47–60.
- Tribe J and Snaith T (1998) From SERVQUAL to HOLSTAT: holiday satisfaction in Varadero, Cuba. *Tourism Management* 19(1): 25–34.
- Trischler J and Zehrer A (2012) Service design: Suggesting a qualitative multistep approach for analyzing and examining theme park experiences. *Journal of Vacation Marketing* 18(1): 57–71.
- Urry J (1994) Cultural change and contemporary tourism. *Leisure Studies* 13(4): 233–238.
- Vogt CA (2011) Customer relationship management in tourism: Management needs and research applications. *Journal of Travel Research* 50(4): 356–364.
- Whittle S and Foster M (1991) Customer profiling: getting into your customer's shoes. *Journal of Bank Marketing* 9(1): 17–24.
- Williams C and Buswell J (2003) *Service quality in leisure and tourism*. London, UK: CABI.
- Woodley A and Brennan J (2000) Higher education and graduate employment in the United Kingdom. *European Journal of Education* 35(2): 239–249.
- Xin S, Tribe J and Chambers D (2013) Conceptual research in tourism. *Annals of Tourism Research* 41: 66–88.
- Yee RW, Lee PK, Yeung AC, et al. (2013) The relationships among leadership, goal orientation, and service quality in high-contact service industries: an empirical study. *International Journal of Production Economics* 141(2): 452–464.
- Zehrer A (2007a) The justification of journal rankings: a pilot study. *Scandinavian Journal of Hospitality and Tourism* 7(2): 139–156.
- Zehrer A (2007b) The evaluation of tourism journals: a quality model. *Tourism Analysis* 12(4): 231–245.
- Zehrer A (2009) Service experience and service design: concepts and application in tourism SMEs. *Managing Service Quality* 19(3): 332–349.
- Zeithaml VA, Parasuraman A and Berry LL (1985) Problems and strategies in services marketing. *The Journal of Marketing* 49(2) 33–46.
- Zomerdijsk LG and Voss CA (2010) Service design for experience-centric services. *Journal of Service Research* 13(1): 67–82.