

FARIBA SAREMI

**THE EFFECT OF ELECTRONIC MARKETING ON THE
DEVELOPMENT OF IRAN'S TOURISM INDUSTRY**



UNIVERSIDADE DO ALGARVE

FACULDADE DE ECONOMIA

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DEVELOPMENT OF IRAN'S TOURISM INDUSTRY**

Masters in Management

Dissertation made under the supervision of:

Professora Doutora Célia Ramos



UNIVERSIDADE DO ALGARVE

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2024

AUTHORSHIP STATEMENT

The Effect of Electronic Marketing on the Development of Iran's Tourism Industry

I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are included in the listing of references.

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Abstract

This research investigates the impact of electronic marketing and Customer Relationship Management (CRM) on the development of Iran's tourism industry, with a specific emphasis on enhancing customer satisfaction and loyalty. Utilizing a quantitative methodology, data was collected from tourists through surveys and analyzed using multivariable regression techniques to examine the relationships between key variables. The findings validate that effective website promotion plays a critical role in improving both satisfaction and loyalty, with interactive and well-optimized websites creating a more engaging experience for tourists. Search engine optimization (SEO) was also found to positively influence loyalty by increasing visibility and trust, although it did not show a direct effect on satisfaction. Conversely, social media advertising showed no significant impact on either satisfaction or loyalty, suggesting a need for more tailored strategies in this area.

The study highlights the importance of integrating CRM systems with electronic marketing efforts to provide personalized and meaningful interactions with tourists. CRM tools enable better understanding of customer preferences, which can be leveraged to enhance satisfaction and foster long-term loyalty. Additionally, the research underscores the potential of these validated strategies to improve Iran's competitiveness in the global tourism market, contributing to sustainable economic growth and diversification.

However, the lack of impact from social media advertising and other unvalidated areas calls for further investigation and refinement of digital marketing approaches. The study concludes that focusing on validated tools like website optimization and CRM integration, while addressing gaps in ineffective strategies, can significantly boost Iran's tourism potential and create a foundation for long-term industry growth.

Keywords: Electronic Marketing, Customer Relationship Management (CRM), Iran Tourism, Customer Satisfaction, Customer Loyalty, Tourism Destination Competitiveness.

Abstract in Portuguese

Este estudo investiga o impacto do marketing eletrônico e da Gestão de Relacionamento com o Cliente (CRM) no desenvolvimento da indústria do turismo no Irão, e tem como objetivo analisar o efeito na satisfação e lealdade dos clientes. A indústria do turismo é reconhecida como uma das mais importantes e lucrativas a nível mundial, contribuindo significativamente para a economia de muitos países, incluindo o Irão, que possui um vasto património histórico e cultural. Apesar de suas potencialidades, o Irão ainda não conseguiu capitalizar plenamente as suas atratividades turísticas, uma vez que apresenta uma participação no mercado global do turismo inferior à esperada. Este cenário ressalta a necessidade de estratégias eficazes que utilizem o marketing eletrônico e práticas robustas de CRM para melhorar a competitividade do país no setor.

A satisfação do cliente é um aspecto crítico da experiência de viagem que influencia diretamente a reputação de um destino, bem como o número de futuros visitantes. Fatores como qualidade dos serviços, experiências gerais e valor percebido da viagem desempenham papéis fundamentais na formação da satisfação do turista. Estudos anteriores demonstraram que experiências positivas e uma imagem favorável do destino estão diretamente relacionadas ao aumento da satisfação dos turistas. Por exemplo, pesquisas realizadas na Arábia Saudita mostraram que fatores como razoabilidade do preço percebido e envolvimento em turismo regenerativo também contribuem para essa satisfação.

Além disso, a lealdade turística refere-se à tendência dos viajantes em escolher repetidamente um determinado destino ou marca com base em experiências positivas anteriores. Essa lealdade é influenciada por vários fatores, incluindo a satisfação com visitas anteriores, o valor percebido das ofertas e as conexões emocionais formadas durante a experiência de viagem. Turistas satisfeitos são mais propensos a exibir lealdade, resultando frequentemente em visitas repetidas e recomendações positivas.

A pesquisa adotou uma metodologia quantitativa, através da utilização de um questionário para recolha de dados de turistas que visitaram o Irão. Os dados foram analisados através de técnicas de regressão multivariada, permitindo uma avaliação detalhada das relações entre as variáveis estudadas. Os resultados revelam que a promoção eficaz de websites tem um impacto significativo tanto na satisfação quanto

na lealdade dos clientes. Especificamente, a criação e promoção de websites que comunicam efetivamente com os visitantes e oferecem recursos interativos aumentam a satisfação dos turistas. Além disso, a otimização para motores de busca (SEO) demonstrou influenciar positivamente a lealdade dos clientes, embora não tenha mostrado um efeito direto na satisfação.

Por outro lado, a publicidade em redes sociais não apresentou um impacto significativo nem na satisfação nem na lealdade dos turistas. Este resultado sugere que as estratégias de marketing em redes sociais podem precisar ser reavaliadas e ajustadas para melhor atender às expectativas dos consumidores. A pesquisa destaca ainda a importância da personalização nas interações com os clientes, onde os sistemas de CRM eficazes podem facilitar as comunicações que atendem às preferências individuais dos turistas.

A integração entre o marketing eletrônico e as práticas de CRM é fundamental para fomentar a lealdade. As estratégias de CRM permitem uma melhor compreensão das necessidades dos clientes e facilitam comunicações personalizadas que podem aumentar tanto a satisfação quanto a lealdade do cliente. As empresas do setor turístico podem se beneficiar enormemente ao adotar uma abordagem centrada no cliente, onde as interações são adaptadas às preferências individuais.

Os resultados deste estudo também ressaltam a importância das políticas governamentais em apoiar iniciativas de marketing digital dentro do setor turístico. O governo pode desempenhar um papel crucial ao fornecer incentivos para que as empresas adotem tecnologias digitais e práticas eficazes de CRM. Isso pode incluir subsídios ou isenções fiscais para empresas que investem em marketing eletrônico ou programas de formação para capacitar os trabalhadores do setor.

Além disso, o desenvolvimento do setor turístico pode ajudar a mitigar a dependência econômica do Irão em relação às exportações de petróleo, diversificando suas fontes de receita e criando novas oportunidades de emprego. O turismo pode contribuir para o crescimento econômico sustentável ao promover experiências autênticas que respeitam o meio ambiente e beneficiam as comunidades locais.

Este estudo conclui que alavancar ferramentas de marketing eletrônico pode não apenas aumentar a competitividade do turismo no Irão, mas também contribuir para um crescimento econômico sustentável ao abordar desafios por meio de estratégias aprimoradas de marketing e tomada de decisões informadas. A implementação eficaz

das práticas de CRM é essencial para melhorar as relações com os clientes e garantir que os turistas tenham experiências memoráveis que incentivem visitas repetidas.

Em suma, este trabalho contribui significativamente para a literatura existente sobre marketing no turismo ao explorar as dinâmicas teóricas entre estratégias de marketing, relações com os clientes e desenvolvimento da indústria. A pesquisa oferece insights práticos sobre como as empresas turísticas podem integrar o CRM com iniciativas de marketing eletrônico para criar uma experiência contínua que incentive visitas repetidas e lealdade a longo prazo entre os viajantes.

Palavras-Chave: Electronic marketing, Gestão da Relação com o Cliente (CRM), Turismo no Irão, Satisfação do Cliente, Lealdade do Cliente, Competitividade do Destino Turístico.

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Abreviation List

ANOVA – Analysis of Variance

CRM – Customer Relationship Management

SEO – Search Engine Optimuization

SMA – Social Media Advertising

Std. Error – Standard Error

VIF – Variance Inflation Factor

1. INTRODUCTION

1.1. Research Context

Today, tourism is considered one of the world's most important and largest industries. Its significance and role are growing daily, and it is recognised as one of the primary sources of national income for developed and even some developing nations. This industry is so lucrative and profitable that many countries have generated income from it on par with Iran's oil revenues, but cost-effectively and profitably (Bekun *et al.*, 2022).

Developed and leading countries in the tourism industry have been able to allocate a significant portion of their annual income from tourist arrivals by leveraging the available potential in their countries, such as historical, cultural, and natural attractions. By identifying key factors in tourism development and making the necessary investments and infrastructure, they have successfully created the conditions for this industry to thrive. As a result, they have annually allocated a considerable share of their income from tourist arrivals to themselves (Xu & Wang, 2022). Iran has strong tourism potential, with 27 UNESCO World Heritage Sites as of 2024, which reflects its rich historical and cultural background. The country also offers diverse natural attractions suitable for ecotourism, including mountains, deserts, coastlines, and forests. However, considering these capabilities, it should be able to generate \$854.7 billion in tourism income, with a share of 5.0% of this, Iran's share is 0.2%, lower than the expected amount (5.0%) of the distribution share (Irangov, 2023).

Therefore, despite having much potential in tourism to attract tourists and possessing suitable capacities for developing the tourism industry, Iran has not been able to secure its proper place among the leading countries in this industry so far. This is because the single-product economy is heavily dependent on oil revenues over consecutive years, hindering special attention and focus on this sector of the country's economy (Sarabi Asiabar *et al.*, 2022).

The necessity of establishing and maintaining strong, long-term relationships with customers, the significantly heavier cost of acquiring new customers compared to retaining existing ones, and ultimately the importance of focusing on key customers as the most significant source of profitability have compelled organisations to make

substantial investments in customer communication systems (Mkpojiogu & Hashim, 2016).

The relevance of this research lies in its focus on an underexplored area in the context of Iranian tourism: the combined impact of electronic marketing and customer relationship management (CRM) on tourist satisfaction and loyalty.

While many previous studies have examined Iran's tourism challenges in general—often highlighting political, economic, or infrastructural factors—there is a lack of empirical research investigating how digital tools such as websites, social media, and search engines, when integrated with CRM practices, can directly influence tourist behavior and engagement (Sarkar *et al.*, 2020; Mkpojiogu & Hashim, 2016).

As global tourism increasingly depends on digital engagement and personalized communication, Iranian tourism businesses risk falling behind due to weak online presence and limited CRM adoption. Therefore, this research addresses a specific and timely gap, providing insights that can help the tourism sector improve customer retention, service quality, and long-term competitiveness—beyond simply serving as an alternative to oil-based income (Sun & Tan, 2022; Ren *et al.*, 2021).

Furthermore, this topic is particularly relevant in the post-COVID era, where digital interaction has become the primary channel for engaging with potential travelers. Tourists now expect real-time communication, mobile-friendly websites, and tailored experiences, which can only be delivered through integrated CRM and e-marketing systems (Ward *et al.*, 2020). Understanding how these tools affect satisfaction and loyalty in the Iranian context is essential for modernizing tourism strategies and enhancing global competitiveness. Therefore, in this research, the impact of electronic marketing on the development of the tourism industry and the role of customer relationship management are under investigation. In this regard, the research questions (RQ) and issues are as follows:

RQ1: "What is the role of electronic marketing in developing the tourism industry?"

RQ2: "What is the role of Customer Relationship Management (CRM) in contributing to the development of the tourism industry?"

RQ3: How do electronic marketing and CRM contribute to tourism satisfaction and loyalty to the Iranian destination?

This research addresses practical applications of contemporary marketing practices by investigating the impact of electronic marketing and CRM in the tourism industry. This includes understanding how electronic marketing influences customer relationships, loyalty, and industry growth. Additionally, it adds to academic discourse by exploring the theoretical dynamics between marketing strategies, customer relationships, and industry development. Integrating CRM with electronic marketing also opens avenues for improved customer engagement and satisfaction. By personalising interactions and managing customer relationships effectively, the overall tourist experience can be enhanced. Additionally, this approach can attract diverse groups of travellers, such as adventure, cultural, or eco-tourists. Lastly, the integration of CRM can facilitate collaborations and partnerships within the tourism industry, identifying areas of synergy. Electronic marketing can then amplify the impact of collaborative efforts, fostering a more cohesive and integrated approach to tourism development.

1.2. Relevance

Selecting this topic holds significance as it aligns with current trends in the tourism industry. The research is timely, considering the evolving nature of electronic marketing, and has the potential to contribute practical insights for businesses looking to enhance their competitiveness through effective digital marketing strategies. The exploration of the impact of electronic marketing with a focus on the mediating role of customer relationship management (CRM) in Iran's tourism industry holds promise for addressing various challenges. By leveraging effective electronic marketing strategies, there is an opportunity to enhance the global visibility of Iran's diverse attractions, strategically position tourism businesses against global competitors, and create a unique value proposition based on customer preferences. The systematic collection and analysis of customer feedback through CRM can pinpoint areas for improvement, informing decisions for future enhancements (Jalal *et al.*, 2021). During challenging times or crises, the combination of electronic marketing and CRM can serve as a valuable tool for crisis management. Prompt communication through digital channels can address concerns and provide accurate information, safeguarding the industry's reputation. Insights gained from the research findings can further contribute to data-driven decision-making, enabling tourism businesses to refine marketing strategies, optimise resource allocation, and make informed decisions to address challenges and capitalise on opportunities. Moreover, the research can potentially promote specific niche tourism

segments within Iran through targeted electronic marketing campaigns and CRM insights. In essence, the research has the potential to offer actionable insights that contribute to the sustainable growth of Iran's tourism industry by addressing challenges through improved marketing strategies, enhanced customer engagement, and informed decision-making.

1.3. Objectives of the Study

The objective of the present research is to investigate the effect of electronic marketing on the development of the tourism industry and the role of customer relationship management, considering their impact on tourism satisfaction and loyalty to Iran destinations. Which can be subdivided into the specific purposes below:

- 1) Investigate the relationship between websites and the development of the tourism industry in terms of tourism satisfaction and loyalty.
- 2) Investigate the relationship between social networks and the development of the tourism industry in terms of tourism satisfaction and loyalty.
- 3) Investigate the relationship between search engines and the development of the tourism industry in terms of tourism satisfaction and loyalty.
- 4) Investigate the relationship between customer relationship management and the development of the tourism industry in terms of tourism satisfaction and loyalty.

1.4. Hypothesis to Test

The main hypothesis suggests a positive relationship between electronic marketing and CRM in tourism industry development (DeWilde, 2024). This highlights the significant impact of digital tools on tourism, emphasising CRM's strategic role in personalised communication and long-term relationship building (Mastorakis *et al.*, 2015). The passage underscores the need for tourism businesses to adapt to technological advancements for effective marketing and customer management, promoting a customer-centric approach (Lee & Yoon, 2022). The hypothesis also provides a framework for measuring success by analysing the impact of electronic marketing and CRM on customer satisfaction, retention, loyalty and industry growth (Riswanto *et al.*,

2023). In essence, it encourages businesses to strategically adopt digital marketing and customer interaction tools to stay competitive in the evolving digital landscape of the tourism industry.

Considering the concepts above, the proposed hypotheses are:

H₁: There is a positive relationship between the creation and promotion of websites and tourism consumer satisfaction.

H₂: There is a positive relationship between the creation and promotion of websites and tourism consumer loyalty.

H₃: There is a positive relationship between improving accessibility through search engines and tourism consumer satisfaction.

H₄: There is a positive relationship between improving accessibility through search engines and tourism consumer loyalty.

H₅: There is a positive and significant relationship between advertising through social networks and tourism consumer satisfaction.

H₆: There is a positive and significant relationship between advertising through social networks and tourism consumer loyalty.

H₇: Customer relationship management and tourism consumer satisfaction have a positive and significant relationship.

H₈: There is a positive and significant relationship between customer relationship management and tourism consumer loyalty.

1.5. Organization of Study and Summary of Following Chapters

The investigation outlined thesis aims to explore and understand the dynamics between electronic marketing, customer relationship management (CRM), and the development of Iran's tourism industry and is structured into six chapters:

The first chapter presents the introduction, which focuses on the research content and objectives of the study, shows the research hypothesis to be tested, and presents the structure of the study.

The second chapter is constituted by the literature review, which presents the concepts and state of the art about e-marketing in tourism, the impacts of websites on tourism development, the effects of Search Engine Optimization in the tourism industry, potentialities of social media advertising for the tourism industry, the relevance of the CRM for the tourism industry. In the end, it presents the research conceptual model designed from the considered literature review.

Chapter Three, Methodology, outlines this thesis's research framework and approach. It defines the research context, describes the survey chart, explains the sample selection process, and outlines the planned data analysis methods. This chapter serves as a guide for conducting the study effectively and deriving meaningful insights regarding the impact of electronic marketing and customer relationship management on the tourism industry.

In Chapter Four, Results, the thesis begins by presenting an overview of the respondents' profiles, highlighting key demographic characteristics such as age, gender, education, and professional background. This demographic snapshot sets the stage for a detailed analysis of the collected data, providing valuable context for understanding the subsequent findings. By delineating the sample composition, the chapter lays the groundwork for interpreting and contextualising the perspectives and experiences shared by the participants in the study.

Chapter Five comprehensively discusses the research findings, dissecting key themes and insights from the data analysis. Through rigorous examination, it unveils implications for electronic marketing strategies and their impact on tourism.

Chapter Six synthesises the discussion into conclusive insights, addressing research objectives and hypotheses. It offers actionable recommendations for policymakers, industry practitioners, and scholars, shaping a framework for understanding electronic marketing's impact on the tourism industry and guiding future research efforts, where the limitations that occurred during the investigation will also be presented, and the work to be developed in the future will be presented.

2. THE ROLE OF ELECTRONIC MARKETING AND CRM IN TOURISM INDUSTRY

Today, industrial tourism is very profitable and economical, and it is known as a clean industry because it does not harm the environment (Banga *et al.*, 2022). It is also highly regarded for creating cultural and social exchanges between nations and reducing environmental pollution. Globalisation, increased competition, and the advancement of information and communication technology have compelled all industries, particularly the dynamic and ever-changing tourism industry, to focus on customer relationship management to thrive in this competitive environment and maximise desirable revenue.

Customer Relationship Management (CRM) is a system or strategy that helps businesses understand and manage their relationships with customers. It uses customer data to improve service, build loyalty, and increase satisfaction (Nilashi *et al.*, 2023). As a key business competitive strategy, CRM emphasises meeting customer needs and integrating the customer-oriented approach throughout the organisation. Businesses strive to use information and communication technology to get closer to the customer in a way that establishes long-term relationships (Wu *et al.*, 2018). On the other hand, competition in the tourism industry in today's world is highly professional. With the increasing global internet use, electronic marketing can be employed in many aspects of tourism, such as advertising, distribution, and reservations. Electronic Marketing (E-Marketing) refers to the use of digital tools, like websites, social media, and email, to promote tourism products and services online. It helps businesses reach a wider audience and engage directly with customers (Labanauskaitė, Fiore and Stašys, 2020). The internet and electronic tools attract tourist satisfaction and increase inbound tourism by providing a platform for showcasing tourism products and offering precise information (Majeed *et al.*, 2020). E-Marketing, which includes activities such as search engine optimisation (SEO), social media marketing, and website promotion, is closely intertwined with CRM (Mackey *et al.*, 2015). Search Engine Optimisation (SEO) is the process of improving a website so it appears higher in search engine results, helping more people find it through keywords, links, and quality content (Killoran, 2013).

For instance, CRM systems can capture and analyse customer data from various digital marketing channels (Sun & Tan, 2022), including websites and social media platforms, to personalise marketing efforts and improve customer engagement (Liu *et al.*, 2021).

This integration allows tourism organisations to tailor their online content and advertising to better meet the needs and preferences of their target audience, ultimately enhancing the effectiveness of their e-marketing initiatives (DeWilde, 2024).

CRM supports the creation and promotion of websites by providing valuable insights into customer behaviour and preferences (Zaato *et al.*, 2023). By leveraging CRM data, tourism businesses can develop user-friendly websites, optimise search engine content, and personalise visitors' online experience (Dominguez Vila *et al.*, 2018).

This not only improves the accessibility of their websites through search engines but also enhances the overall user experience, leading to increased engagement and customer satisfaction. Additionally, CRM facilitates advertising through social networks by enabling organisations to better understand their customers and target specific segments with personalised messages (Grabbe *et al.*, 2023). By integrating CRM data with social media advertising platforms, tourism businesses can create more relevant and compelling ads, leading to higher engagement and conversion rates (Hussain *et al.*, 2022).

2.1. Connection between e-marketing and CRM and Customer Satisfaction and Loyalty in the Tourism Industry

The connection between CRM and e-marketing is essential for tourism organisations looking to enhance their online presence, improve accessibility through search engines, and effectively advertise through social networks (Jalal *et al.*, 2021). By leveraging CRM strategies and data insights, businesses can create more personalised and targeted e-marketing campaigns (Ojelabi *et al.*, 2018), ultimately leading to increased customer satisfaction, loyalty, and overall industry development.

Tourism satisfaction is a critical aspect of the travel experience that significantly influences a destination's reputation and future visitor numbers. It encompasses various factors, including the quality of services, the overall tourist experience, and the perceived value of the trip. Studies have shown that elements such as enjoyment, destination loyalty, and the image of the destination play pivotal roles in shaping tourist satisfaction. For instance, research in Saudi Arabia found that positive experiences and a favourable destination image directly enhance tourist satisfaction, while factors like perceived price reasonableness and involvement in regenerative tourism also contribute

to this outcome (Rehman *et al.*, 2023), Furthermore, satisfaction not only impacts immediate visitor experiences but also affects long-term intentions, such as the likelihood of returning or recommending the destination to others (De Nisco *et al.*, 2015). Understanding these dynamics is essential for tourism stakeholders aiming to create memorable experiences that lead to higher customer satisfaction and loyalty.

Tourism loyalty refers to the tendency of travellers to repeatedly choose a particular destination, brand, or service based on their past positive experiences. This loyalty is influenced by several factors, including satisfaction with previous visits, the perceived value of the offerings, and emotional connections formed during the travel experience. Research indicates that satisfied tourists are more likely to exhibit loyalty, often resulting in repeat visits and positive word-of-mouth recommendations (Mursid & Wu, 2021). Additionally, loyalty can be reinforced through effective relationship marketing strategies, such as personalised communication and rewards programs, which enhance the overall customer experience (Al-Dmour *et al.*, 2023). In an increasingly competitive tourism market, fostering loyalty is essential for destinations and businesses as it not only ensures a steady stream of visitors but also reduces marketing costs associated with attracting new customers (Soliman *et al.*, 2023). Ultimately, cultivating tourism loyalty contributes to sustainable growth and profitability within the industry.

Effective electronic marketing (e-marketing) and customer relationship management (CRM) strategies significantly influence tourism satisfaction and loyalty. E-marketing enhances the visibility of tourism offerings, allowing businesses to engage with potential customers through targeted campaigns that highlight unique experiences and services. This engagement fosters a sense of connection and trust, which is crucial for building customer loyalty. Furthermore, CRM systems facilitate personalised communication and tailored services, which have been shown to positively impact tourist satisfaction by addressing individual preferences and needs. Studies indicate that a strong CRM approach improves customer satisfaction and enhances loyalty, as satisfied tourists are more likely to return and recommend the destination to others (Moudud-Ul-Huq *et al.*, 2021). By integrating e-marketing with CRM initiatives, tourism businesses can create a seamless experience that encourages repeat visits and long-term loyalty among travellers.

2.2. E-marketing strategies

Electronic marketing strategies in the tourism industry encompass various approaches to engage and attract customers through digital channels (Ma *et al.*, 2023). Some of the key strategies identified in the context of the tourism industry include electronic word of mouth (eWoM), sustainability-focused marketing, creation and promotion of websites, accessibility through search engines, advertising through social networks, use of blockchain technology, and multichannel digital marketing optimisations (Hoang & Le Tan, 2023). These strategies leverage digital platforms, social media, and technology to enhance customer engagement, promote sustainable practices, and improve the overall efficiency of marketing efforts (Li & Liu, 2023).

Three important strategies have been considered in e-marketing:

- Creation and Promotion of Websites:

The tourism sector benefits from keeping customers' attention on their websites to increase visibility (Xu *et al.*, 2021). Personalisation and user-engagement content are important for encouraging electronic word of mouth (eWoM) and should be incorporated into website design (Sakas *et al.*, 2022).

- Accessibility through Search Engines:

The impact of the web-marketing mix (4s) on the development of the tourism industry has been studied, emphasising the importance of web-marketing elements in enhancing the industry's development. This includes factors related to search engine optimisation (SEO) and online visibility (Alipour *et al.*, 2011).

- Advertising through Social Networks:

Electronic word-of-mouth (eWOM) has become a major influence in the hospitality and tourism industry, with social media platforms playing a significant role in its dissemination (Li *et al.*, 2022). Successful media campaigns and strategies for hospitality and tourism businesses are proposed to leverage eWOM and social networks for advertising (Litvin *et al.*, 2018).

The selection of websites, social media marketing, and search engine optimization (SEO) as core e-marketing strategies in this research is based on their wide applicability and demonstrated effectiveness in the tourism industry. These tools align with key stages of the customer journey—from discovery and engagement to conversion—and are

particularly relevant in the Iranian context, where digital transformation in tourism is still developing.

These strategies—namely website creation and promotion, search engine accessibility, and social media advertising—have been identified as essential for enhancing digital presence, attracting tourists, and effectively promoting services (Graham *et al.*, 2019). Moreover, they can be successfully integrated with customer relationship management (CRM) systems to improve personalization and customer engagement, reflecting both academic insights and industry best practices.

2.2.1. Impact of Websites on Tourism Development

The creation and promotion of tourism-related websites contribute to the development of the industry in several ways (Domínguez Vila *et al.*, 2018). Firstly, websites are a cost-effective and efficient platform for marketing and promoting tourist destinations, reaching a global audience (Konidaris & Koustoumpardi, 2018). Search Engine Optimization (SEO) techniques can be applied to ensure that these websites appear at the top of search results, increasing their visibility and attracting more visitors (Konidaris & Koustoumpardi, 2018).

Online reviews and electronic Word-of-mouth (eWOM) from tourism-specific websites influence tourists' decisions, contributing to the promotion of destinations and services (Sann *et al.*, 2021). Websites can help implement specialised tourism concepts (Hohm & Snyder, 2015), such as halal tourism, by providing information and facilitating bookings for specific market segments (Rahmawati *et al.*, 2023). Using Search Engine Optimization (SEO) techniques can improve the visibility of websites, making them more accessible to potential visitors (Yusnanto *et al.*, 2021). It is important to ensure that the content and quality of tourism websites are credible and well-managed to effectively contribute to the industry's development (Stankov *et al.*, 2009), mainly regarding user engagement and information dissemination.

- User Engagement

User engagement through tourism-related websites can significantly impact the tourism industry (Talafubieke *et al.*, 2021). Research has shown that tourism websites' quality, visibility, and search engine ranking play a crucial role in attracting visitors and promoting destinations (Stankov *et al.*, 2009). User engagement on digital platforms,

such as social media and short video platforms, is important for retaining existing users and attracting new ones, ultimately influencing their behavioural engagement (Qu *et al.*, 2022).

- Information dissemination

Disseminating valuable and relevant information through digital content marketing is essential for engaging potential tourists and differentiating a destination (Santos *et al.*, 2023). By effectively engaging users and disseminating relevant information, tourism-related websites can contribute to the growth and development of the tourism industry (Nan & Kanato, 2021).

Considering the above, the following two hypotheses are proposed:

H₁: There is a positive relationship between the creation and promotion of websites and tourism consumer satisfaction.

H₂: There is a positive relationship between the creation and promotion of websites and tourism consumer loyalty.

2.2.2. Search Engine Optimization (SEO) in Tourism Marketing

Search engines play a crucial role in promoting tourism destinations by influencing tourists' information search behaviour and facilitating the visibility of tourist-related websites (Pai *et al.*, 2022). Research has shown that search engine optimisation (SEO) and content marketing are among the top methods for acquiring new customers and improving the visibility of tourism-related websites (Pesonen & Pasanen, 2017). By applying SEO techniques, tourism organisations can increase the chances of their websites (Sait Kyzy & Ismailova, 2022) appearing at the top of search results, thus enhancing their online presence and attracting more visitors (Yusnanto *et al.*, 2021).

Tourism websites' visibility and search engine rank are important factors in influencing tourists' decisions and perceptions of destinations (Kim *et al.*, 2021). Therefore, search engines contribute significantly to promoting tourism destinations by shaping tourists' information search behaviour and facilitating the visibility of tourism-related websites (Santos *et al.*, 2023).

The role of search engine optimisation (SEO) in enhancing the visibility of tourist attractions and influencing travellers' decision-making processes is significant (Caroleo *et al.*, 2023). SEO practices, such as optimising website content with relevant keywords,

can improve the ranking of tourism-related websites in search engine results, making them more visible to potential visitors (Yusnanto *et al.*, 2021). This increased visibility can lead to higher website traffic, ultimately influencing travellers' information search behaviour and decision-making processes (Pesonen & Pasanen, 2017). Research has shown that SEO and content marketing are among the top methods for acquiring new customers and improving the visibility of tourism-related websites (Pesonen & Pasanen, 2017). Tourism websites' quality, visibility, and search engine ranking play a crucial role in attracting visitors and promoting destinations (Strzelecki, 2020). By implementing effective SEO practices, tourism organisations could enhance the visibility of tourist attractions and influence travellers' decision-making processes (Wei *et al.*, 2023).

Considering the presented above, the following two hypotheses are proposed:

H₃: There is a positive relationship between improving accessibility through search engines and tourism consumer satisfaction.

H₄: There is a positive relationship between improving accessibility through search engines and tourism consumer loyalty.

2.2.3. Social Media Marketing and Tourism Growth

The effectiveness of advertising through social networks in the tourism sector is significant (Ding *et al.*, 2022). Social media provides a platform for tourism businesses to connect with a global audience, offering opportunities for direct marketing, advertising, customer service, and promotion (Királová & Pavlíčka, 2015). Research has shown that social media is a flexible tool that can be used for both leisure and business purposes, making it extremely important for tourism businesses to use knowledge effectively (Mallick, 2023). Additionally, social networking sites and user-generated content have emerged as popular means to achieve tourism promotion goals, enhancing social media user engagement and influencing consumer travel behaviour (Santos *et al.*, 2023). Therefore, advertising through social networks is crucial in reaching and engaging with potential tourists, ultimately impacting their decision-making processes and promoting tourism destinations (Balatska *et al.*, 2022).

Several studies have examined the impact of social media marketing on tourist engagement and destination popularity (Huang *et al.*, 2022). For instance, a study on cultural and tourism promotion through digital marketing approaches, focusing on social media campaigns in Greece, highlighted the significance of social media tools for

promoting marketing policies and their role in augmenting the popularity of enterprises (Halkiopoulos *et al.*, 2021). Another study emphasised the impact of social media on tourism businesses (Martínez–Navalón *et al.*, 2020), indicating that social networking sites provide a flexible platform for both leisure and business purposes, making them extremely important for the effective use of knowledge, especially in the tourism industry (Királ'ová & Pavlíčka, 2015). Research has explored the relationship between a travel agency's YouTube tourism information characteristics, media engagement, user satisfaction, and the intention to purchase (Chin & Wong, 2022). Additionally, a study investigated the impact of social media marketing on Pakistan's tourism industry, aiming to shed light on the factors influencing buying intentions and offering valuable insights with potential consequences for business strategies, marketing approaches, customer engagement, and overall profitability within the tourism industry (Tariq *et al.*, 2023). These studies demonstrate that social media marketing significantly influences tourist engagement and destination popularity (Armutcu *et al.*, 2023), providing valuable insights for tourism businesses seeking to enhance their online presence and attract more visitors.

Considering the presented above, the following two hypotheses are proposed:

H₅: There is a positive and significant relationship between advertising through social networks and tourism consumer satisfaction.

H₆: There is a positive and significant relationship between advertising through social networks and tourism consumer loyalty.

2.3. Customer Relationship Management (CRM) in Tourism

Customer Relationship Management (CRM) plays a significant role in the tourism industry, contributing to customer retention, satisfaction, and long-term profitability (Nilashi *et al.*, 2023). Several studies have highlighted the importance of CRM in the tourism sector, emphasising its impact on customer loyalty, relationship improvement, and overall business performance (Xu & Hu, 2022; Zhang *et al.*, 2021). CRM is described as a combination of individuals, processes, and technology that aims to understand and manage a company's customers, ultimately leading to benefits in customer loyalty and long-term profitability (Gigi & Divya, 2020). The role of electronic CRM (E-CRM) has been examined, showing its relationship with customer satisfaction in the tourism industry (Ensafi & Shoar, 2021). Research has focused on CRM strategies in small and medium enterprises (SMEs) in the tourism sector, providing insights and guidelines for successful

CRM implementation to build long-term competitive advantages (Vu *et al.*, 2020). Overall, CRM is essential for tourism businesses to effectively manage customer relationships, enhance customer satisfaction, and ultimately achieve long-term success and profitability (Rahimi *et al.*, 2018).

2.3.1. How CRM practices can enhance customer satisfaction

CRM practices can significantly enhance customer satisfaction and loyalty and contribute to the development of the tourism industry (Jiddi, 2023; Kim *et al.*, 2017). Several studies have emphasised the importance of CRM in the tourism sector (Talafubieke *et al.*, 2021), highlighting its role in understanding and managing customer relationships, ultimately leading to benefits in customer loyalty and long-term profitability (Singh, 2017). Additionally, research has shown that effective CRM implementation in tourism companies can improve customer satisfaction and relationship management, ultimately contributing to long-term productivity and profitability (Rahimi *et al.*, 2018). A study on electronic CRM (E-CRM) in the tourism industry found a positive relationship between E-CRM system components (system quality, information quality, service quality) and customer satisfaction, emphasising the role of E-CRM in enhancing customer satisfaction in the tourism industry (Ensafi & Shoar, 2021; Masri *et al.*, 2020). CRM practices play a crucial role in enhancing customer satisfaction, fostering loyalty, and ultimately contributing to the development and success of the tourism industry (Lin *et al.*, 2017).

Considering the above, the following two hypotheses are proposed:

H₇: There is a positive relationship between the CRM and tourism consumer satisfaction.

H₈: There is a positive relationship between the CRM and tourism consumer loyalty.

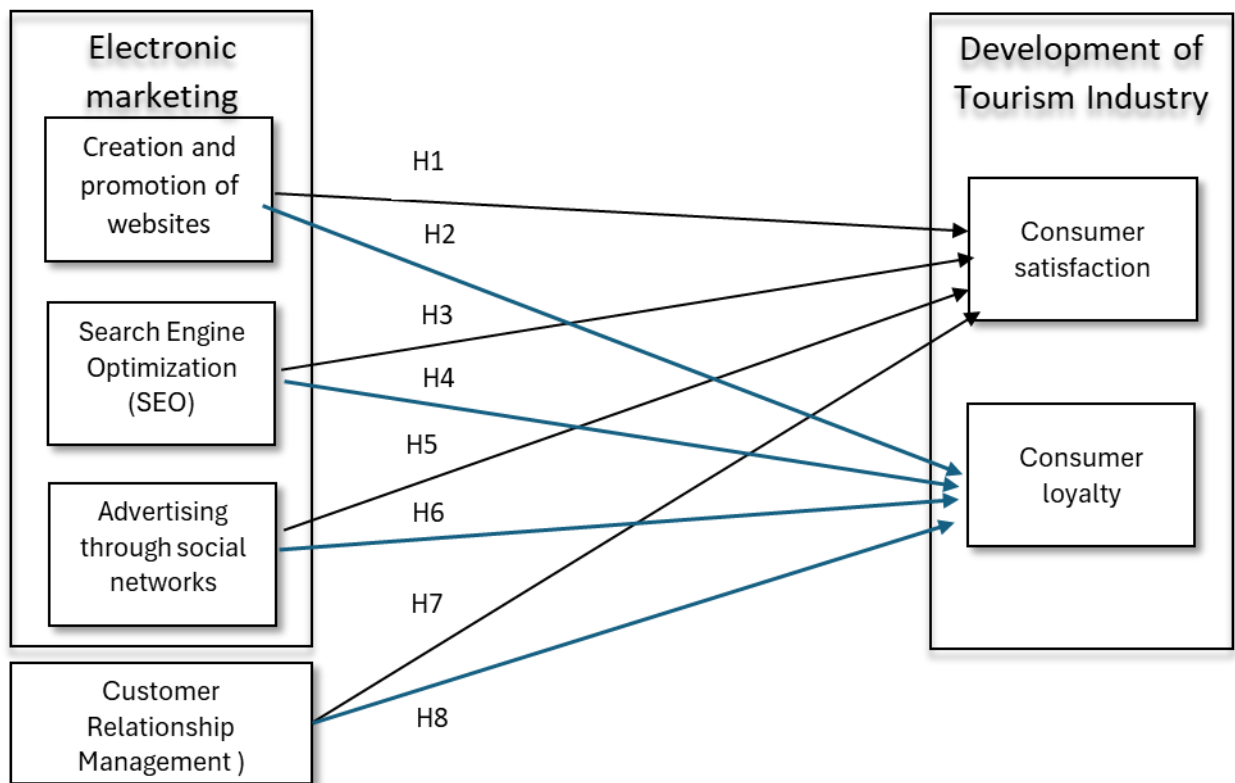
The connection between Customer Relationship Management (CRM) and e-marketing is integral to the tourism industry (Sun & Tan, 2022), particularly in the context of the creation and promotion of websites, improved accessibility through search engines, and advertising through social networks (Jalal *et al.*, 2021). CRM encompasses various strategies, technologies, and practices organisations use to manage and analyse

customer interactions throughout the lifecycle, improve business relationships, and assist in customer retention (Ensafi & Shoar, 2021).

2.4. Research conceptual model

Considering the objectives of this investigation, the proposed research model is presented in Figure 2.1.

Figure 2.1 – Research conceptual model



Source: Own elaboration considering the work of Bazazo *et al.* (2017: 83).

The first hypothesis (H₁) and second hypothesis (H₂) emphasise the positive relationship between the creation and promotion of websites and tourism consumer satisfaction and consumer loyalty, respectively. It underscores the critical role of well-designed and

effectively promoted websites in enhancing customer engagement and interaction. Recognising websites as essential platforms for information accessibility, seamless communication, and data collection is vital, as these factors significantly contribute to informed decision-making in the tourism sector. For instance, research indicates that the quality of travel websites is linked to customer satisfaction, influencing purchase intentions (Almakayeel, 2023). In this context, these hypotheses highlight the strategic importance of websites in bolstering customer satisfaction and loyalty, as well as overall success in the digital age. Additionally, studies have shown that engaging consumers in co-creation with service providers positively affects their satisfaction and purchase intention (Fortunato *et al.*, 2024). This further reinforces the notion that effective online platforms are crucial for enhancing consumer experiences in tourism.

The third (H₃) and fourth hypotheses (H₄) point to the significant relationship between advertising through social networks and tourism consumer satisfaction and consumer loyalty, respectively. It illustrates the essential role of social media platforms in contemporary advertising, offering a direct channel for targeted engagement, brand visibility, and real-time customer interaction. Research indicates that social media marketing strategies significantly influence customer loyalty in the tourism sector, highlighting that effective engagement on social platforms enhances brand visibility and fosters stronger relationships with consumers (Rimadias *et al.*, 2021). These hypotheses suggest that effectively leveraging social networks not only enhances the impact of advertising but also supports data-driven CRM strategies. Utilising customer feedback from social media interactions allows companies to tailor their marketing efforts, enhancing customer loyalty and trust (Kushwaha, 2024), and loyalty. Additionally, interactions on social media enhance customer engagement and trust, which are critical components of brand loyalty (Nalluri *et al.*, 2023) In this digital landscape, these elements work together to cultivate meaningful relationships with consumers, reinforcing the strategic importance of social networks in building loyalty within the tourism industry.

The fifth hypothesis (H₅) and sixth hypothesis (H₆) hypothesis (H₃) highlight the positive relationship between improving accessibility through search engines and tourism consumer satisfaction and consumer loyalty, respectively. It stresses the strategic importance of search engine optimisation (SEO) in boosting online visibility and facilitating customers' ability to find relevant information easily. Research indicates that effective SEO practices significantly enhance customer satisfaction and influence

purchase intentions, emphasising the role of improved online visibility in attracting potential customers (Yoo *et al.*, 2022). These hypotheses imply that enhanced accessibility through search engines not only attracts potential customers but also supports effective customer relationship management (CRM) by ensuring seamless access to information, improving user experience, and fostering long-term customer relationships. Studies have shown that a well-optimized website leads to better user experiences, which is crucial for maintaining customer loyalty in the digital landscape (Seo, 2012). Ultimately, this hypothesis underscores the vital role of SEO in positively influencing CRM practices, as it helps businesses connect with consumers more effectively and efficiently.

The seventh (H₇) and eighth hypotheses (H₈) emphasise the significant connection between customer relationship management (CRM) and tourism consumer satisfaction and loyalty, respectively. It posits that effective CRM practices, such as personalised interactions and initiatives focused on customer satisfaction, are pivotal in driving growth within the tourism industry. Research indicates that personalised customer interactions significantly enhance loyalty, creating a more engaging and satisfying consumer experience (Rane *et al.*, 2023). The importance of these hypotheses lies in recognising the interdependent nature of customer-centric approaches and industry development. Studies have shown that businesses prioritising CRM strategies can foster stronger customer loyalty, essential for sustained growth in the tourism sector (Ibrahim & Rasheed, 2024). Thus, it suggests that prioritising and enhancing customer relationships can substantially contribute to the overall success and progression of the tourism sector, reinforcing the idea that effective CRM practices are integral to achieving competitive advantage in this industry (Nethanani *et al.*, 2024).

With a focus on understanding the effects on visitors' satisfaction and loyalty, this study attempts to investigate how CRM and electronic marketing impact the growth of the tourism industry. It is crucial to describe the methods utilised to get the results and conclusions to fully investigate this goal and address the complexity of these interactions.

3. METHODOLOGY

3.1. Research Context

Iran's tourism industry holds promise due to its diverse attractions, rich cultural heritage, historical sites, and varied landscapes. Renowned historical landmarks such as Persepolis and Naqsh-e Jahan Square in Isfahan, coupled with natural wonders like the Caspian Sea and the Zagros Mountains, offer a unique experience for travellers (Farahani & Torkashvand, 2020). The country's culinary scene, characterised by flavorful Persian dishes, adds to its appeal. Iran's tourism potential lies in being an undiscovered destination with growth opportunities. The country's cultural and historical significance makes it an attractive option for history and culture enthusiasts (Azizzadeh, 2012). The diverse landscapes make it suitable for adventure tourism, offering hiking and desert exploration activities. Additionally, Iran has been making strides in medical tourism, offering high-quality healthcare services (Abbaspour *et al.*, 2022).

Despite these opportunities, several factors influence the industry's development. Geopolitical considerations, infrastructure development, marketing strategies, and government policies play pivotal roles. As perceptions of Iran evolve on the global stage, the nation has the potential to become a prominent international tourism destination. In this context, Iran is among the top nine countries globally that possess historical artefacts and structures and among the top 10 in terms of ecotourism attractions (Steele, 2022). However, considering these capabilities, it should be able to generate \$400 billion in tourism income, with a share of 5.0% of this amount (Mahmoudifar *et al.*, 2016). In 2019, Iran welcomed around 7 million tourists, contributing to its economy but still falling behind neighbouring countries like Turkey and the UAE regarding tourist arrivals (Correia *et al.*, 2019). With ongoing efforts to develop infrastructure, promote tourism, and address challenges, Iran aims to establish itself as a prominent player in the global tourism market.

The primary aim of this research is to explore the impact of electronic marketing and CRM on the advancement of the tourism sector, focusing on elucidating the impact of tourism satisfaction and loyalty, considering the main drivers of the development of the tourism industry. To effectively address this objective and meet the challenges inherent in understanding these complex relationships, it is crucial to develop a robust

instrument that can accurately capture and measure the dynamics between electronic marketing channels, CRM practices, and the evolution of the tourism sector.

3.2. Instrument

In general, research methods in behavioural sciences can be categorised based on two criteria: research objectives and data collection methods (Portell *et al.*, 2015):

A. Classification of Research based on Objectives:

Basic Research: The primary goal of basic research is to test theories, explain relationships between phenomena, and contribute to existing knowledge in a specific field. Basic research examines, confirms, modifies, or rejects theories.

Applied Research: Applied research aims to develop practical knowledge in a specific domain, directing research towards the practical application of knowledge.

Research and Development (R&D): This process is conducted to formulate and determine the appropriateness of educational products (such as plans, methods, and curricula).

B. Classification of Research based on Data Collection Methods:

Experimental Research: Utilizes experimental designs to establish a cause-and-effect relationship between two or more variables. Experimental groups and control groups are used to control differences among subjects.

Descriptive Research (Non-experimental): Involves a set of methods to describe conditions or phenomena under investigation. Descriptive research can be further categorised into Survey Research, Correlational Research, Action Research, Case Study, and Post-event Study (Morgan & Morgan, 2008)

The described research is, in terms of research objectives, classified as applied research. In terms of data collection methods, the research design in this thesis is descriptive (non-experimental) and falls under the survey category. It is descriptive because it provides an overview of the existing conditions, and it is a survey that gathers information from the population through a questionnaire, employing survey methods to measure deviations from performance. The categories considered in the survey and the associated questions are presented in Table 3.1.

Table 3.1 – Categories considered to measure the effects of e-marketing and CRM in the Tourism Industry in Iran

Categories	Questions	Reference
Website	<ol style="list-style-type: none"> 1) How often do you visit tourism-related websites while planning a trip within Iran? 2) Tourism websites promoting destinations to increase engagement with interactive features (e.g., chatbots, personalised recommendations). 3) Tourism websites effectively communicate with visitors to enhance their experience and encourage engagement, specifically for tourism within Iran. 4) Have personalised recommendations or offers from tourism websites influenced your decision to visit destinations or explore specific attractions? 5) Rate your perception of the importance of customer relationship management in shaping your overall experience with tourism offerings. 6) Positive interactions with tourism websites have indirectly contributed to the development of the tourism industry. 	<p>Alipour <i>et al.</i> (2011). Bazazo <i>et al.</i> (2017). Staab <i>et al.</i> (2002).</p>
SEO	<ol style="list-style-type: none"> 1) How frequently do you use search engines (e.g., Google, Bing) to find information about tourism destinations? 2) Have you ever received personalised recommendations or offers from tourism businesses in Iran based on your search history? 3) Tourism businesses in Iran effectively utilise search engine features to enhance customer experience and engagement. 4) Have personalised recommendations or offers based on search engine results influenced your decision to explore tourism offerings? 5) Rate your satisfaction level with the relevance and accuracy of search engine results when searching for tourism-related information about destinations within Iran. 6) Positive interactions facilitated by search engine results have indirectly contributed to the development of the tourism industry. 	<p>Auliandri <i>et al.</i> (2019). Chen (2010). Fatima <i>et al.</i> (2024).</p>
Social Media Advertising (SMA)	<ol style="list-style-type: none"> 1) How often do you see advertisements promoting tourism using social networking platforms (e.g., Facebook, Instagram)? 2) Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings. 3) Tourism businesses in Iran effectively engage with their audience through social media advertising platforms to build relationships and enhance customer satisfaction. 	<p>Habiba & Lina (2023). Rafiq <i>et al.</i> (2022).</p>

Categories	Questions	Reference
	<ol style="list-style-type: none"> 4) Have personalised advertisements or promotions on social networks influenced your decision to consider visiting destinations within Iran for tourism purposes? 5) Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings. agree? 6) Have positive interactions facilitated by social media advertisements indirectly contributed to the development of the tourism industry within Iran? 	
CRM	<ol style="list-style-type: none"> 1) Have you ever received personalised communications or offers from tourism businesses based on your past interactions? 2) Rate your overall satisfaction with the customer service tourism businesses provide. 3) Positive interactions with tourism businesses within Iran have contributed to your overall perception of the tourism industry in the country. 	Buhalis & O'Connor (2005). Ranjith, & Paul (2020).
Development of Tourism in Iran (TIR)	<ol style="list-style-type: none"> 1) I am satisfied with the services provided by the tourism industry. 2) Satisfaction with the services of the tourism industry leads to my repeat visits. 	Bei, (2024). Rahim <i>et al.</i> (2022).

Source: Own elaboration.

3.3. Sample and data collection

The current research employed the survey method, a versatile approach in social research that utilizes various techniques to gather information. Questionnaires play a central role in this method, a fundamental tool in survey research used to assess respondents' opinions and insights through targeted questions employing various scales. The questionnaire design included careful consideration of question development, structure, and validation to ensure the reliability of the collected data.

The questionnaire was disseminated through various channels, including the Instagram researcher account and family group chats on WhatsApp and Telegram. This outreach effort spanned one week, during which respondents were invited to participate in the survey. In total, 107 individuals responded to the questionnaire. The data collection characteristics are presented in Table 3.2.

Most respondents were Iranians residing within Iran, with a smaller proportion comprising Iranians living outside the country. This diverse pool of respondents provides valuable insights into the perspectives and experiences of individuals both within and outside Iran's borders.

Table 3.2 – Technical datasheet

Universe of Research	Iranian people inside and outside of Iran
Sample size	107 questionnaires
Method of obtaining data	Online questionnaire applied on social networks (Facebook, Instagram, Telegram)
Sample procedure	Convenience sample
Program used	Google Forms
Software for data analysis	SmartPLS (version 3.3.3) for Windows and PowerBI (Version: 2.94.921.0 64-bit)
Start of the inquiry	28/03/2024
End of inquiry	14/04/2024

Source: Own elaboration.

3.4. Data analysis

This study used a descriptive statistical technique to profile the sample and summarise and elucidate the data sets' key characteristics. This method facilitates the comprehension and identification of the sample's specific traits.

Also, in this study, we will employ regression analysis to highlight the relationship between the variables. This statistical method is particularly effective in demonstrating how one or more independent variables can predict a dependent variable, thereby elucidating the underlying patterns within the data. The use of regression analysis is well-supported in the literature, such as in the work by Ullmann *et al.* (2024), which discusses the advantages of regression in modelling associations between variables.

4. RESULTS

4.1. Sample profile characterisation

Table 4.1 provides a comprehensive overview of the sample's demographics, including age, gender, education level, occupation, travel frequency, residence, and income levels.

Table 4.1 – Sample characterization

Category	Category	Frequency	Percentage %
Age	Under 18 Years Old	1	0.9%
	18–25 Years Old	5	4.7%
	26–35 Years Old	37	34.6%
	36–50years Old	52	48.6%
	51–65 Years Old	9	8.4%
	Over 65 Years Old	3	2.8%
	Total	107	100.0%
Gender	Female	64	59.8%
	Male	43	40.2%
	Total	107	100.0%
Education Level	Under Diploma	1	0.9%
	Diploma	8	7.5%
	Associate Degree	10	9.3%
	Bachelor	42	39.3%
	Master	36	33.6%
	Phd	8	7.5%
	Postdoc	2	1.9%
Total	107	100.0%	
Occupation	Unemployed	0	0%
	Student	11	10.3%
	Household	12	11.2%
	Self-Employment	34	31.8%
	Retired	7	6.5%
	Employee	43	40.2%
	Total	107	100.0%
Frequency Of Travel In Iran	Weekly	1	0.9%
	Monthly	9	8.4%
	Seasonally	34	31.8
	Annually	48	44.9%
	Total	107	100.0%

Category	Category	Frequency	Percentage %
Residence City/Country	Inside Of Iran	84	78.5%
	Outside Of Iran	23	21.05%
	Total	107	100.0%
Level Of Income (13 Persons Didn't Answer)	Less Than Average	17	18.1%
	Average	53	56.4%
	Above Average	23	24.5%
	Very High	1	1.1%
	Total	94	78.8%

Source: Own elaboration.

The age distribution of the sample includes one person (0.9%) under 18 years old, five people (4.7%) aged 18–25 years, 37 people (34.6%) aged 26–35 years, 52 people (48.6%) aged 36–50 years, nine people (8.4%) aged 51–65 years, and three people (2.8%) over 65 years old, making a total of 107 participants. In terms of gender, there are 64 females (59.8%) and 43 males (40.2%), totalling 107 individuals. Regarding education level, the sample includes one person (0.9%) with less than a diploma, eight people (7.5%) with a diploma, ten people (9.3%) with an associate degree, 42 people (39.3%) with a bachelor's degree, 36 people (33.6%) with a master's degree, eight people (7.5%) with a PhD, and two people (1.9%) with a postdoc, summing up to 107 participants.

For occupation, there are no unemployed individuals, 11 students (10.3%), 12 people (11.2%) managing households, 34 self-employed individuals (31.8%), seven retired individuals (6.5%), and 43 employees (40.2%), making a total of 107 participants. The frequency of travel in Iran shows that one person (0.9%) travels weekly, nine people (8.4%) travel monthly, 34 people (31.8%) travel seasonally, and 48 people (44.9%) travel annually, totalling 107 participants. Regarding residence, 84 people (78.5%) live inside Iran, while 23 people (21.5%) live outside Iran, totalling 107 participants.

Finally, regarding the level of income, out of 94 respondents (as 13 did not answer), 17 people (18.1%) have less than average income, 53 people (56.4%) have an average income, 23 people (24.5%) have above average income, and one person (1.1%) has a very high income. This table provides a comprehensive overview of the sample's demographics, including age, gender, education level, occupation, travel frequency, residence, and income levels.

4.2. Descriptive Analysis

Next, a descriptive analysis of the variables under study was carried out. Table 4.2 presents the values relating to the mean, standard deviation, minimum, and maximum, as well as the different questions that comprise the constructs and each of the categories considered in the study.

Table 4.2 – Global Descriptive Statistics

	N=107	Minimum	Maximum	Average	St.Deviation	Assimetry	Curtose
Websites	1) How often do you visit tourism-related websites while planning a trip within Iran?	1	5	3.16	1.354	0.054	-1.296
	2) Have you ever engaged with interactive features (e.g., chatbots, personalized recommendations) on tourism websites promoting destinations?	1	5	2.13	1.214	0.841	-0.161
	3) Tourism websites effectively communicate with visitors to enhance their experience and encourage engagement specifically for tourism within Iran.	1	5	3.48	0.851	-1.004	1.136
	4) Have personalized recommendations or offers from tourism websites influenced your decision to visit destinations or explore specific attractions?	1	5	2.50	1.031	0.119	-0.921
	5) Rate your perception of the importance of customer relationship management in shaping your overall experience with tourism offerings.	2	5	3.34	0.868	0.078	-0.674
	6) Positive interactions with tourism websites have indirectly contributed to the development of the tourism industry.	2	5	4.12	0.625	-0.326	0.531
SEO	1) How frequently do you use search engines (e.g., Google, Bing) to find information about tourism destinations?	1	5	4.48	0.883	-1.686	2.280
	2) Have you ever received personalized recommendations or offers from tourism businesses in Iran based on your search history?	1	5	2.44	1.268	0.309	-0.973
	3) Tourism businesses in Iran effectively utilize search engine features to enhance customer experience and engagement.	2	5	3.65	0.646	-0.168	-0.031
	4) Have personalized recommendations or offers based on search engine results influenced your decision to explore tourism offerings?	1	5	2.94	1.045	-0.190	-0.766
	5) Rate your satisfaction level with the relevance and accuracy of search engine results when searching for tourism-related information about destinations within Iran.	2	5	4.08	0.585	-0.587	2.341

	N=107	Minimum	Maximum	Average	St.Deviation	Assimetry	Curtose
	6) Positive interactions facilitated by search engine results have indirectly contributed to the development of the tourism industry.	2	5	4.13	0.646	-0.986	2.885
Social Media	1) How often do you come across advertisements promoting tourism while using social networking platforms (e.g., Facebook, Instagram)?	1	5	3.74	1.093	-0.520	-0.350
	2) Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings.	2	5	4.14	0.651	-0.355	0.217
	3) Tourism businesses in Iran effectively engage with their audience through social media platforms to build relationships and enhance customer satisfaction.	2	5	3.81	0.702	-0.722	0.917
	4) Have personalized advertisements or promotions on social networks influenced your decision to consider visiting destinations within Iran for tourism purposes?	1	5	3.30	0.973	-0.198	-0.218
	5) Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings.agree?	2	5	3.93	0.634	-0.855	2.119
	6) Positive interactions facilitated by social media advertisements have indirectly contributed to the development of the tourism industry within Iran?	2	5	4.09	0.591	-0.859	3.360
CRM	1) Have you ever received personalized communications or offers from tourism businesses based on your past interactions?	1	5	2.37	1.145	0.259	-0.935
	2) Rate your overall satisfaction with the level of customer service provided by tourism businesses.	1	5	3.18	0.580	0.268	2.596
	3) Positive interactions with tourism businesses within Iran have contributed to your overall perception of the tourism industry in the country.	1	5	3.49	0.769	-0.966	0.963
Tourism Development	1) I am satisfied with the services provided by the tourism industry.	1	4	2.80	0.966	-0.363	-0.823
	2) Satisfaction with the services of the tourism industry leads to my repeat visits.	1	5	3.73	0.907	-1.058	1.568

Source: Own elaboration.

Table 4.2 presents survey data on tourism-related online interactions and their impact on user engagement and satisfaction. The table is divided into five main categories: Websites, SEO, Social Media, CRM, and Tourism. Each category includes multiple

questions, with data on minimum and maximum responses, average (mean) values, standard deviation, skewness (asymmetry), and kurtosis for each question. Below is a description of each category and key findings.

Websites

This category evaluates the participants' interactions with tourism-related websites, particularly in terms of usage frequency, effectiveness in communication, personalisation of recommendations, and the perceived role of these websites in shaping customer experiences.

- Highest Average: Question 6 – *Positive interactions with tourism websites have indirectly contributed to the development of the tourism industry* (Average = 4.12).
- Largest Standard Deviation: Question 1 – *How often do you visit tourism-related websites while planning a trip within Iran?* (Standard Deviation = 1.354).

The data shows that while users generally agree on the positive impact of tourism websites on the industry (Question 6), their frequency of website usage varies considerably (Question 1).

SEO

This section assesses participants' engagement with search engines to find tourism information, the effectiveness of search engines in personalising recommendations, and the influence of search results on tourism decisions.

- Highest Average: Question 1 – *How frequently do you use search engines (e.g., Google, Bing) to find information about tourism destinations?* (Average = 4.48).
- Largest Standard Deviation: Question 2 – *Have you ever received personalised recommendations or offers from tourism businesses in Iran based on your search history?* (Standard Deviation = 1.268).

Participants frequently use search engines to explore tourism destinations (Question 1), but the extent to which they receive personalised recommendations varies significantly (Question 2).

Social media

This category examines the role of social media in promoting tourism, particularly through advertisements, customer engagement, and the effectiveness of social platforms in enhancing satisfaction and encouraging tourism decisions.

- Highest Average: Question 2 – *Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings* (Average = 4.14).
- Largest Standard Deviation: Question 1 – *How often do you come across advertisements promoting tourism while using social networking platforms (e.g., Facebook, Instagram)?* (Standard Deviation = 1.093).

Participants perceive social media advertisements as quite effective in providing relevant tourism information (Question 2). However, there's a wide range in how often participants encounter such advertisements (Question 1).

CRM

The CRM section focuses on personalised communications from tourism businesses, the level of customer service satisfaction, and the perceived contribution of customer interactions to tourism development.

- Highest Average: Question 3 – *Positive interactions with tourism businesses within Iran have contributed to your overall perception of the tourism industry in the country.* (Average = 3.49).
- Largest Standard Deviation: Question 1 – *Have you ever received personalised communications or offers from tourism businesses based on your past interactions?* (Standard Deviation = 1.145).

The highest-rated aspect in this category is overall satisfaction with customer service (Question 2), while personalised communications (Question 1) have a high degree of variability among participants.

Tourism industry

This final category captures participants' overall satisfaction with the services the tourism industry provides and the likelihood of repeat visits.

- Highest Average: Question 2 – *Satisfaction with the services of the tourism industry leads to my repeat visits* (Average = 3.73).
- Largest Standard Deviation: Question 1 – *I am satisfied with the services provided by the tourism industry* (Standard Deviation = 0.966).

Participants’ satisfaction with tourism services influences their likelihood of returning, though there is some variability in their general satisfaction with these services (Question 1).

Regarding the Website dimension, a descriptive analysis of the answers provided by the participants was carried out concerning different aspects identified in the question, presented in Table 4.3. Through the answers, it is possible to observe a varied distribution of opinions about the different aspects, where 1 means “strongly disagree” and 5 means “strongly agree”.

Table 4.3 – Websites Descriptive statistics

Websites	1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%
1) How often do you visit tourism-related websites while planning a trip within Iran?	11	10.3%	31	29.0%	21	19.6%	18	16.8%	26	24.3%
2) Have you ever engaged with interactive features (e.g., chatbots, personalized recommendations) on tourism websites promoting destinations?	45	42.1%	23	21.5%	26	24.3%	6	5.6%	7	6.5%
3) Tourism websites effectively communicate with visitors to enhance their experience and encourage engagement specifically for tourism within Iran.	4	3.7%	8	7.5%	33	30.8%	57	53.3%	5	4.7%
4) Have personalized recommendations or offers from tourism websites influenced your decision to visit destinations or explore specific attractions?	20	18.7%	35	32.7%	31	29.0%	20	18.7%	1	0.9%
5) Rate your perception of the importance of customer relationship management in shaping your overall experience with tourism offerings.	-- -	---	19	17.8%	42	39.3%	37	34.6%	9	8.4%
6) Positive interactions with tourism websites have indirectly contributed to the development of the tourism industry.	-- -	---	1	0.9%	12	11.2%	67	62.6%	27	25.2%

Source: Own elaboration.

1 How often do you visit tourism-related websites while planning a trip within Iran?

- Highest Value: The highest response was for option 2 (29.0%), indicating that a significant portion of participants rarely visit these websites while planning trips.

2 Have you ever engaged with interactive features (e.g., chatbots, personalised recommendations) on tourism websites promoting destinations?

- Highest Value: The most common response was option 1 (42.1%), suggesting that many participants have not engaged with interactive features on tourism websites.

3 Tourism websites effectively communicate with visitors to enhance their experience and encourage engagement specifically for tourism within Iran.

- Highest Value: Option 4 (53.3%) received the highest percentage, showing that more than half of the participants agree with this statement, indicating strong satisfaction with communication efforts on these websites.

4 Have personalised recommendations or offers from tourism websites influenced your decision to visit destinations or explore specific attractions?

- Highest Value: Option 2 (32.7%) was the most selected, indicating that personalised recommendations have somewhat influenced decisions, though some respondents are neutral or less affected by these recommendations.

5 Rate your perception of the importance of customer relationship management in shaping your overall experience with tourism offerings.

- Highest Value: Option 3 (39.3%) received the most responses, showing that many participants perceive customer relationship management as important in shaping their experience, though not at the highest rating.

6 Positive interactions with tourism websites have indirectly contributed to the development of the tourism industry.

- Highest Value: Option 4 (62.6%) had the highest response rate, indicating that the majority of participants strongly agree that positive interactions with tourism websites support the growth of the tourism industry.

The responses given by the participants about the various characteristics specified in question were subjected to a descriptive analysis concerning the SEO dimension, as shown in Table 4.4. A wide range of viewpoints regarding the various features may be seen in the responses, where 1 denotes "strongly disagree" and 5 denotes "strongly agree."

1 How frequently do you use search engines (e.g., Google, Bing) to find information about tourism destinations?

- Highest Value: Option 5 (68.2%) indicates that most participants frequently use search engines for tourism information.

2 Have you ever received personalised recommendations or offers from tourism businesses in Iran based on your search history?

- Highest Value: Option 1 (34.6%) suggests that many participants have not received personalized recommendations based on search history.

3 Tourism businesses in Iran effectively utilise search engine features to enhance customer experience and engagement.

- Highest Value: Option 4 (55.1%), showing that many participants believe tourism businesses effectively use search engines for customer engagement.

4 Have personalised recommendations or offers based on search engine results influenced your decision to explore tourism offerings?

- Highest Value: Options 3 and 4 (30.8%) indicate that recommendations based on search results have moderately and very influenced participants' decisions to explore tourism offerings.

5 Rate your satisfaction level with the relevance and accuracy of search engine results when searching for tourism-related information about destinations within Iran.

- Highest Value: Option 4 (71.0%), showing that most participants are satisfied with the relevance and accuracy of search engine results.

6 Positive interactions facilitated by search engine results have indirectly contributed to the development of the tourism industry.

- Highest Value: Option 4 (68.2%) indicates that most participants agree that positive interactions through search engine results support the growth of the tourism industry.

Table 4.4 – SEO Descriptive statistics

SEO	1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%
1) How frequently do you use search engines (e.g., Google, Bing) to find information about tourism destinations?	1	0.9%	3	2.8%	13	12.1%	17	15.9%	73	68.2%
2) Have you ever received personalized recommendations or offers from tourism businesses in Iran based on your search history?	37	34.6%	14	13.1%	35	32.7%	14	13.1%	7	6.5%
3) Tourism businesses in Iran effectively utilize search engine features to enhance customer experience and engagement.	-- -	---	3	2.8%	38	35.5%	59	55.1%	7	6.5%
4) Have personalized recommendations or offers based on search engine results influenced your decision to explore tourism offerings?	10	9.3%	27	25.2%	33	30.8%	33	30.8%	4	3.7%
5) Rate your satisfaction level with the relevance and accuracy of search engine results when searching for tourism-related information about destinations within Iran.	-- -	---	2	1.9%	8	7.5%	76	71.0%	21	19.6%
6) Positive interactions facilitated by search engine results have indirectly contributed to the development of the tourism industry.	-- -	---	4	3.7%	4	3.7%	73	68.2%	26	24.3%

Source: Own elaboration.

Table 4.5 displays the results of a descriptive analysis of the participant replies about the different attributes mentioned in the question about the Social Media dimension. The replies show a wide range of opinions about the different qualities, with 1 representing "strongly disagree" and 5 representing "strongly agree."

Table 4.5 – Social Media Descriptive statistics

Social Media	1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%
1) How often do you come across advertisements promoting tourism while using social networking platforms (e.g., Facebook, Instagram)?	4	3.7%	8	7.5%	33	30.8%	29	27.1%	33	30.8%
2) Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings.	-- -	---	1	0.9%	13	12.1%	63	58.9%	30	28.0%
3) Tourism businesses in Iran effectively engage with their audience through social media platforms to build relationships and enhance customer satisfaction.	-- -	---	6	5.6%	20	18.7%	69	64.5%	12	11.2%
4) Have personalized advertisements or promotions on social networks influenced your decision to consider visiting destinations within Iran for tourism purposes?	4	3.7%	16	15.0%	42	39.3%	34	31.8%	11	10.3%
5) Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings.agree?	-- -	---	4	3.7%	13	12.1%	76	71.0%	14	13.1%
6) Positive interactions facilitated by social media advertisements have indirectly contributed to the development of the tourism industry within Iran?	-- -	---	3	2.8%	5	4.7%	78	72.9%	21	19.6%

Source: Own elaboration.

1 How often do you come across advertisements promoting tourism while using social networking platforms (e.g., Facebook, Instagram)?

- Highest Value: Options 3 and 5 (30.8%) indicate that most participants occasionally and often come across tourism advertisements on social media.

2 Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings.

- Highest Value: Option 4 (58.9%) suggests that most participants perceive social media advertisements as fairly effective.

3 Tourism businesses in Iran effectively engage with their audience through social media platforms to build relationships and enhance customer satisfaction.

- Highest Value: Option 4 (64.5%), showing that most participants believe tourism businesses engage effectively through social media.

4 Have personalised advertisements or promotions on social networks influenced your decision to consider visiting destinations within Iran for tourism purposes?

- Highest Value: Option 3 (39.3%) indicates that personalised social media advertisements moderately influence participants' decision to consider visiting tourism destinations.

5 Rate your perception of the effectiveness of social media advertisements in providing relevant and engaging information about tourism offerings.

- Highest Value: Option 4 (71.0%), demonstrating that a substantial majority of participants agree on the effectiveness of social media advertisements for tourism.

6 Positive interactions facilitated by social media advertisements have indirectly contributed to the development of the tourism industry within Iran.

- Highest Value: Option 4 (72.9%), indicating that participants largely agree that positive interactions through social media contribute indirectly to the tourism industry's growth.

The findings of a descriptive analysis of participant responses about the various qualities listed in the question in connection to the CRM dimension are shown in Table 4.6. There is a broad range of responses on the various attributes, with 1 denoting "strongly disagree" and 5 denoting "strongly agree".

Table 4.6 – CRM Descriptive statistics

CRM	1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%
1) Have you ever received personalised communications or offers from tourism businesses based on your past interactions?	33	30.8%	22	20.6%	34	31.8%	15	14.0%	3	2.8%
2) Rate your overall satisfaction with the level of customer service provided by tourism businesses.	1	0.9%	5	4.7%	77	72.0%	22	20.6%	2	1.9%
3) Positive interactions with tourism businesses within Iran have contributed to your overall perception of the tourism industry in the country.	2	1.9%	9	8.4%	34	31.8%	59	55.1%	3	2.8%

Source: Own elaboration.

1 Have you ever received personalised communications or offers from tourism businesses based on your past interactions?

- Highest Value: Option 3 (31.8%), indicating that most participants sometimes receive personalised communications from tourism businesses based on past interactions.

2 Rate your overall satisfaction with the level of customer service provided by tourism businesses.

- Highest Value: Option 3 (72.0%) shows that most participants are moderately satisfied with the customer service level provided by tourism businesses.

3 Positive interactions with tourism businesses within Iran have contributed to your overall perception of the tourism industry in the country.

- Highest Value: Option 4 (55.1%), suggesting that positive interactions with tourism businesses contribute significantly to participants' perceptions of the tourism industry in Iran.

Concerning the Tourism Development dimension, Table 4.7 presents the results of a descriptive study of participant replies regarding the different attributes mentioned in the question. A wide range of answers are provided for the different traits, where 1 means "strongly disagree" and 5 means "strongly agree."

Table 4.7 – Tourism Development Descriptive statistics

Tourism Development	1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%
1) I am satisfied with the services provided by the tourism industry.	12	11.2%	26	24.3%	40	37.4%	29	27.1%	--	---
2) Satisfaction with the services of the tourism industry leads to my repeat visits.	4	3.7%	5	4.7%	23	21.5%	59	55.1%	16	15.0%

Source: Own elaboration.

1. I am satisfied with the services provided by the tourism industry.

- Highest Value: Option 3 (37.4%) indicates that most participants have a moderate level of satisfaction with the services the tourism industry provides.
- Additional Insights: Option 4 also has a significant percentage (27.1%), showing that many participants are relatively satisfied.

2. Satisfaction with the services of the tourism industry leads to my repeat visits.

- Highest Value: Option 4 (55.1%) suggests that most participants feel that their satisfaction with the services influences their decision to revisit.
- Additional Insights: Option 5 also holds a notable percentage (15.0%), showing a smaller but significant group of participants who strongly agree that satisfaction leads to repeat visits.

4.3. Validation of Hypotheses

After collecting, processing, and validating the data, statistical procedures were used to validate the hypotheses proposed through the conceptual model of the present investigation. Multivariate regression was used to test each hypothesis to measure how each dimension affects the satisfaction and loyalty of tourist consumers in Iran.

Hypothesis 1: There is a positive relationship between the creation and promotion of websites and tourism consumer satisfaction.

Dependent variable: *Tourism consumer satisfaction*, and

Independent variables: *website_i*, for $i = 1 \dots 6$, where *websites* represent the answers obtained to questions about websites.

By analysing Table 4.8, a correlation coefficient $R = 0.342$ and $R \text{ Square} = 0.117$ was obtained, which explains the proportion of variance explained by the model. This model presents a test statistic associated with a $p\text{-value} = 0.002$ ("Sig.") so we can reject H_0 in favour of H_1 . Regarding the Durbin–Watson Value = 2.030, it helps to identify that there is no correlation between the residues since this value must always be close to 2, so we can conclude that the residues are independent.

Table 4.8 – Model Summary with ANOVA Results

Model	R	R Square	Ajusted R square	St. Error of the Estimate	Durbin–Watson	ANOVA Z	ANOVA Sig.
1	0.342 ^a	0.117	0.100	0.916	2.030	6.878	0.002

a. Predictors: (Constante), Websites2, Websites3

b. Dependent Variable: Tourism Consumer Satisfaction

Source: Own elaboration.

From the analysis of Table 4.9, we can conclude that the aspects addressed in the questions presented below are significant and contribute to explaining *tourism consumer satisfaction* in Iran. Also, it is important to note that the coefficients are positive for the questions:

Websites₂ = Tourism websites promoting destinations to increase engagement with interactive features (e.g., chatbots, personalised recommendations).

Websites₃ = Tourism websites effectively communicate with visitors to enhance their experience and encourage engagement specifically for tourism within Iran.

Table 4.9 – Coefficients Results

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constante)	1.547	0.379		4.079	<.001		
	<i>Websites₂</i>	0.153	0.076	0.192	2.011	.047	0.928	1.077
	<i>Websites₃</i>	0.268	0.109	0.236	2.464	.015	0.928	1.077

a. Dependent Variable: Tourism Consumer Satisfaction

Source: Own elaboration.

In this sense, the website category associated with e-marketing positively influences Tourism Consumer Satisfaction. In this way, H_0 is rejected, which indicates that the regression coefficients have a value equal to zero. However, there is an increase of 0.153 *Tourism Consumer Satisfaction* each time the value of *Tourism websites promoting destinations to increase engagement* increases by one unit, and there is an increase of 0.268 *Tourism Consumer Satisfaction* each time the value of *Tourism websites effectively communicating* increases one unit. Therefore, it is confirmed that hypothesis 1 is valid, and it can be concluded that there is a positive relationship between the creation and promotion of websites and tourism consumer satisfaction.

Hypothesis 2: There is a positive relationship between the creation and promotion of websites and tourism consumer loyalty.

Dependent variable: *Tourism consumer loyalty*, and

Independent variables: $website_i$, for $i = 1 \dots 6$, where *websites* represent the answers obtained to questions about websites.

By analysing Table 4.10, a correlation coefficient $R = 0.316$ and $R \text{ Square} = 0.100$ was obtained, which explains the proportion of variance explained by the model. This model presents a test statistic associated with a $p\text{-value} < 0.001$ ("Sig.") so we can reject H_0 in favor of H_1 . Regarding the Durbin-Watson Value = 2.256, it helps to identify that there is no correlation between the residues since this value must always be close to 2, so we can conclude that the residues are independent.

Table 4.10 – Model Summary with ANOVA Results

Model	R	R Square	Ajusted R square	St. Error of the Estimate	Durbin-Watson	ANOVA Z	ANOVA Sig.
1	0.316 ^a	0.100	0.100	0.091	2.256	11.638	<0.001

a. Predictors: (Constante), Websites₃

b. Dependent Variable: Tourism Consumer Loyalty

Source: Own elaboration.

From the analysis of Table 4.11, we can conclude that the aspects addressed in the question presented below are significant and contribute to explaining *tourism consumer loyalty*. Also, it is important to note that the coefficient is positive for the question:

Websites₃ = Tourism websites effectively communicate with visitors to enhance their experience and encourage engagement specifically for tourism within Iran.

Table 4.11 – Coefficients Results

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constante)	2.558	0.353		7.244	<.001		
	Websites ₃	0.337	0.099	0.316	3.411	<0.001	1.000	1.000

a. Dependent Variable: Tourism Consumer Loyalty

Source: Own elaboration.

In this sense, the category of Websites associated with e-marketing shows a positive influence on Tourism Consumer Loyalty. In this way, H_0 is rejected, which indicates that the regression coefficients have a value equal to zero. However, there is an increase of 0.337 *Tourism Consumer Loyalty* each time the value of *Tourism websites effectively communicating* increases one unit. Therefore, it is confirmed that hypothesis 2 is valid, and it can be concluded that there is a positive relationship between the creation and promotion of websites and tourism consumer loyalty.

Hypothesis 3: There is a positive relationship between improving accessibility through search engines and tourism consumer satisfaction.

Dependent variable: *Tourism consumer satisfaction* , and

Independent variables: SEO_i for $i = 1 \dots 6$, where *SEO* represent the answers obtained to questions about SEO.

By analysing Table 4.12, a correlation coefficient $R = 0.3144$ and R Square = 0.021 was obtained, which explains the proportion of variance explained by the model. This model presents a test statistic associated with a p-value=0.139 (“Sig.”) so we can not reject H_0 in favor of H_1 . Regarding the Durbin-Watson Value=2.030, it helps to identify that there is no correlation between the residues since this value must always be close to 2, so we can conclude that the residues are independent.

Table 4.12 – Model Summary with ANOVA Results

Model	R	R Square	Ajusted R square	St. Error of the Estimate	Durbin-Watson	ANOVA Z	ANOVA Sig.
1	0.144	0.021	0.011	0.910	1.967	2.219	0.139

a. Preditors: (Constante), SEO_2

b. Dependent Variable: Tourism Consumer Satisfaction

Source: Own elaboration.

From the analysis of Table 4.13, we can conclude that the aspects addressed in the question presented below are significant and contribute to explaining *tourism consumer satisfaction*. Also, it is important to note that the coefficient is positive for the question:

SEO_2 = Tourism websites promoting destinations to increase engagement with interactive features (e.g., chatbots, personalised recommendations).

Table 4.13 – Coefficients Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constante)	2.099	0.482		4.358	<.001		
	SEO_2	0.157	0.106	0.144	1.490	0.139	1.000	1.000

a. Dependent Variable: Tourism Consumer Satisfaction

Source: Own elaboration.

In this sense, the category of SEO is associated with e-marketing, and once H_0 is not rejected, which indicates that the regression coefficients have a value equal to zero. Therefore, this does not validate hypothesis 3, and it cannot be concluded that a positive relationship exists between improving accessibility through search engines and tourism consumer satisfaction.

Hypothesis 4: There is a positive relationship between improving accessibility through search engines and tourism consumer loyalty.

Dependent variable: *Tourism consumer loyalty*, and

Independent variables: SEO_i for $i = 1 \dots 6$, where SEO represent the answers obtained to questions about SEO.

By analysing Table 4.14, a correlation coefficient $R = 0.203$ and $R\text{ Square} = 0.041$ was obtained, which explains the proportion of variance explained by the model.

This model presents a test statistic associated with a p-value=0.036 (“Sig.”) so we can reject H_0 in favor of H_1 . Regarding the Durbin–Watson Value=2.210, it helps to identify that there is no correlation between the residues since this value must always be close to 2, so we can conclude that the residues are independent.

Table 4.14 – Model Summary with ANOVA Results

Model	R	R Square	Ajusted R square	St. Error of the Estimate	Durbin–Watson	ANOVA Z	ANOVA Sig.
1	0.203 ^a	0.041	0.032	0.892	2.210	4.510	0.036

a. Predictors: (Constante), SEO_4

b. Dependent Variable: Tourism Consumer Loyalty

Source: Own elaboration.

From the analysis of Table 4.15, we can conclude that the aspects addressed in the question presented below are significant and contribute to explaining *tourism consumer loyalty*. Also, it is important to note that the coefficient is positive for the question:

$SEO_4 = 4)$ Have personalised recommendations or offers based on search engine results influenced your decision to explore tourism offerings.

Table 4.15 – Coefficients Results

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constante)	3.210	0.259		12.397	<.001		
	SEO_4	0.176	0.083	0.203	2.124	0.036	1.000	1.000

a. Dependent Variable: Tourism Consumer Loyalty

Source: Own elaboration.

In this sense, the SEO category associated with e–marketing positively influences Tourism Consumer Loyalty. In this way, H_0 is rejected, which indicates that the regression coefficients have a value equal to zero. However, there is an increase of 0.176 in *Tourism Consumer Loyalty* each time the value of “improving

accessibility through search engines” increases one unit. Therefore, it is confirmed that hypothesis 4 is valid, and it can be concluded that there is a positive relationship between improving accessibility through search engines and tourism consumer satisfaction.

Hypothesis 5: There is a positive and significant relationship between advertising through social networks and tourism consumer satisfaction.

Dependent variable: *Tourism consumer satisfaction*, and

Independent variables: SMA_i for $i = 1 \dots 6$, where SMA represent the answers obtained to questions about Social Media Adverstising.

By analyzing Table 4.16, a correlation coefficient $R = 0.168$ and $R\text{ Square} = 0.028$ was obtained, which explains the proportion of variance explained by the model. This model presents a test statistic associated with a $p\text{-value} = 0.084$ (“Sig.”) so we cannot reject H_0 in favor of H_1 . Regarding the Durbin–Watson Value = 2.026, it helps to identify that there is no correlation between the residues since this value must always be close to 2, so we can conclude that the residues are independent.

Table 4.16 – Model Summary with ANOVA Results

Model	R	R Square	Ajusted R square	St. Error of the Estimate	Durbin–Watson	ANOVA Z	ANOVA Sig.
1	0.168	0.028	0.019	0.910	2.026	3.049	0.084

a. Preditors: (Constante), SMA_3

b. Dependent Variable: Tourism Consumer Satisfaction

Source: Own elaboration.

From the analysis of Table 4.17, we can conclude that the aspects addressed in the question presented below are significant and contribute to explaining *tourism consumer satisfaction*. Also, it is important to note that the coefficient is positive for the question:

SMA_3 = Tourism businesses in Iran effectively engage with their audience through social media advertising platforms to build relationships and enhance customer satisfaction.

Table 4.17 – Coefficients Results

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constante)	1.923	0.513		3.748	<.001		
	SMA_3	0.231	0.132	0.168	1.746	0.084	1.000	1.000

a. Dependent Variable: Tourism Consumer Satisfaction

Source: Own elaboration.

In this sense, the category of Social Media Advertising associated with e-marketing and once H_0 is not rejected, which indicates that the regression coefficients have a value equal to zero. Therefore, this has not validated hypothesis 5, and it cannot be concluded that a positive and significant relationship exists between advertising through social networks and tourism consumer satisfaction.

Hypothesis 6: There is a positive and significant relationship between advertising through social networks and tourism consumer loyalty.

Dependent variable: *Tourism consumer loyalty*, and

Independent variables: SMA_i for $i = 1 \dots 6$, where SMA represent the answers obtained to questions about Social Media Advertising.

By analysing Table 4.18, a correlation coefficient $R = 0.305$ and R Square = 0.093 was obtained, which explains the proportion of variance explained by the model. This model presents a test statistic associated with a p -value=0.001 (“Sig.”) so we can reject H_0 in favor of H_1 . Regarding the Durbin-Watson Value=2.233, it

helps to identify that there is no correlation between the residues since this value must always be close to 2, so we can conclude that the residues are independent.

Table 4.18 – Model Summary with ANOVA Results

Model	R	R Square	Ajusted R square	St. Error of the Estimate	Durbin-Watson	ANOVA Z	ANOVA Sig.
1	0.305 ^a	0.093	0.084	0.868	2.233	10.766	0.001

a. Preditors: (Constante), SMA₃

b. Dependent Variable: Tourism Consumer Loyalty

Source: Own elaboration.

From the analysis of Table 4.19, we can conclude that the aspects addressed in the question presented below are significant and contribute to explaining *tourism consumer loyalty*. Also, it is important to note that the coefficient is positive for the question:

*SMA*₃ = Tourism businesses in Iran effectively engage with their audience through social media advertising platforms to build relationships and enhance customer satisfaction.

Table 4.19 – Coefficients Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constante)	2.227	0.465		4.788	<.001		
SMA ₃	0.394	0.120	0.305	3.281	0.001	1.000	1.000

a. Dependent Variable: Tourism Consumer Loyalty

Source: Own elaboration.

In this sense, the Social Media Advertiser category associated with e-marketing positively influences *Tourism Consumer Loyalty*. In this way, H₀ is rejected, which indicates that the regression coefficients have a value equal to zero. However, there is an increase of 0.394 Tourism Consumer Loyalty each time the value of “effectively engage with their audience through social media advertising

platforms” increases one unit. Therefore, it is confirmed that hypothesis 6 is valid, and it can be concluded that there is a positive relationship between advertising through social networks and tourism consumer loyalty.

Hypothesis 7: Customer relationship management and tourism consumer satisfaction have a positive and significant relationship.

Dependent variable: *Tourism consumer satisfaction*, and

Independent variables: CRM_i for $i = 1 \dots 3$, where *CRM* represent the answers obtained to questions about CRM.

By analysing Table 4.20, a correlation coefficient $R = 0.272$ and $R \text{ Square} = 0.074$ was obtained, which explains the proportion of variance explained by the model. This model presents a test statistic associated with a $p\text{-value} = 0.005$ (“Sig.”) so we can reject H_0 in favour of H_1 . Regarding the Durbin–Watson Value = 2.021, it helps to identify that there is no correlation between the residues since this value must always be close to 2, so we can conclude that the residues are independent.

Table 4.20 – Model Summary with ANOVA Results

Model	R	R Square	Ajusted R square	St. Error of the Estimate	Durbin–Watson	ANOVA Z	ANOVA Sig.
1	0.272	0.074	0.065	0.934	2.021	8.365	0.005

a. Preditors: (Constante), CRM_1

b. Dependent Variable: Tourism Consumer Satisfaction

Source: Own elaboration.

From the analysis of Table 4.21, we can conclude that the aspects addressed in the question presented below are significant and contribute to explaining *tourism consumer satisfaction*. Also, it is important to note that the coefficient is positive for the question:

CRM_1 = Have you ever received personalised communications or offers from tourism businesses based on your past interactions.

Table 4.21 – Coefficients Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constante)	2.260	0.209		10.836	<.001		
	CRM ₁	0.229	0.079	0.2728	2.892	0.005	1.000	1.000

a. Dependent Variable: Tourism Consumer Satisfaction

Source: Own elaboration.

In this sense, the category of CRM once H_0 is rejected, which indicates that the regression coefficients have a value equal to zero. However, there is an increase of 0.229 in *Tourism Consumer Satisfaction* each time the value of “received personalised communications or offers from tourism businesses based on your past interactions” increases one unit. Therefore, it is confirmed that hypothesis 7 is valid, and it can be concluded that there is a positive relationship between Customer relationship management and tourism consumer satisfaction.

Hypothesis 8: There is a positive and significant relationship between customer relationship management and tourism consumer loyalty.

Dependent variable: *Tourism consumer loyalty*, and

Independent variables: CRM_i for $i = 1 \dots 3$, where *CRM* represent the answers obtained to questions about CRM.

By analysing Table 4.22, a correlation coefficient $R = 0.299$ and R Square = 0.089 was obtained, which explains the proportion of variance explained by the model. This model presents a test statistic associated with a p -value=0.002 (“Sig.”) so we can reject H_0 in favor of H_1 . Regarding the Durbin-Watson Value=2.214, it helps to identify that there is no correlation between the residues since this value must always be close to 2, so we can conclude that the residues are independent.

Table 4.22 – Model Summary with ANOVA Results

Model	R	R Square	Adjusted R square	St. Error of the Estimate	Durbin-Watson	ANOVA Z	ANOVA Sig.
1	0.299 ^a	0.089	0.081	0.869	2.214	10.296	0.002

a. Predictors: (Constante), CRM₃

b. Dependent Variable: Tourism Consumer Loyalty

Source: Own elaboration.

From the analysis of Table 4.23, we can conclude that the aspects addressed in the question presented below are significant and contribute to explaining *tourism consumer loyalty*. Also, it is important to note that the coefficient is positive for the question:

CRM₃= Positive interactions with tourism businesses within Iran have contributed to your overall perception of the tourism industry in the country.

Table 4.23 – Coefficients Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constante)	2.501	0.392		6.384	<.001		
	CRM ₃	0.352	0.110	0.299	3.209	0.002	1.000	1.000

a. Dependent Variable: Tourism Consumer Loyalty

Source: Own elaboration.

In this sense, the category of CRM shows a positive influence on *Tourism Consumer Loyalty*. In this way, H₀ is rejected, which indicates that the regression coefficients have a value equal to zero. However, there is an increase of 0.352 Tourism Consumer Loyalty each time the value of “received personalised communications or offers from tourism businesses based on your past interactions” increases one unit. Therefore, it is confirmed that hypothesis 8 is valid, and it can be concluded that a positive relationship exists between CRM and tourism consumer loyalty.

4.4. Hypotheses Confirmation

Considering the hypotheses in the present research, Table 4.24 presents a summary with the validation of the hypotheses formulated in this study, concluding that six of the eight proposals were validated.

Table 4.24 – Hypothesis Confirmation Summary

<i>N</i>	Hypothesis	Result
1	H ₁ : There is a positive relationship between the creation and promotion of websites and tourism consumer satisfaction.	Validated
2	H ₂ : There is a positive relationship between the creation and promotion of websites and tourism consumer loyalty.	Validated
3	H ₃ : There is a positive relationship between improving accessibility through search engines and tourism consumer satisfaction.	Not Validated
4	H ₄ : There is a positive relationship between improving accessibility through search engines and tourism consumer loyalty.	Validated
5	H ₅ : There is a positive and significant relationship between advertising through social networks and tourism consumer satisfaction.	Not Validated
6	H ₆ : There is a positive and significant relationship between advertising through social networks and tourism consumer loyalty.	Validated
7	H ₇ : Customer relationship management and tourism consumer satisfaction have a positive and significant relationship.	Validated
8	H ₈ : There is a positive and significant relationship between customer relationship management and tourism consumer loyalty.	Validated

Source: Own elaboration.

In summary, Table 4.24 presents eight hypotheses regarding the relationship between digital marketing strategies and tourism consumer outcomes. The results show that the creation and promotion of websites positively impact both consumer satisfaction and loyalty. However, improving accessibility through search engines only enhances consumer loyalty, not satisfaction. Advertising through social networks does not

significantly affect consumer satisfaction but does improve loyalty. Lastly, customer relationship management positively influences both consumer satisfaction and loyalty.

5. Discussion

5.1. Practical/industry implications

The tourism industry is at a pivotal moment where integrating Customer Relationship Management (CRM) and e-marketing strategies has become essential for enhancing customer satisfaction and loyalty. The findings of this research demonstrate that effective CRM practices are not merely beneficial but crucial for tourism organisations aiming to thrive in a competitive landscape. Personalised marketing efforts, driven by robust CRM systems, significantly enhance the tourist experience by allowing businesses to tailor their offerings to meet individual preferences, increasing satisfaction (Ibrahim & Rasheed, 2024; Rane *et al.*, 2023). This personalisation fosters stronger emotional connections with customers, vital in an industry where experiences are paramount.

Furthermore, to increase customer satisfaction and loyalty, this research highlights the need for tourism organisations to prioritise quality service and memorable experiences. Satisfied customers are likely to return and recommend destinations to others, creating a cycle of loyalty that is invaluable for long-term success. Investing in CRM systems that facilitate personalised communication and tailored services is a strategic advantage and a necessity for sustaining customer relationships.

Additionally, the research underscores the importance of integrating e-marketing strategies with CRM initiatives; effective online presence and engagement through targeted campaigns can significantly enhance visibility and attract potential customers (Rimadias *et al.*, 2021; Nalluri *et al.*, 2023). In an era where digital interactions dominate, tourism businesses must utilise these tools to create meaningful connections with their audience. Fostering loyalty through effective relationship marketing strategies will contribute to sustainable growth within the tourism sector. By nurturing existing customer relationships and reducing the costs of acquiring new clients, organisations can ensure steady visitors while enhancing their overall profitability.

In conclusion, the tourism industry must embrace the synergy between CRM and e-marketing as a fundamental strategy for success. By focusing on personalised experiences, effective communication, and customer satisfaction, tourism businesses can cultivate loyalty that drives repeat visits and strengthens their market position in an

increasingly competitive environment. As the industry evolves, those who prioritise these strategies will be best positioned to thrive.

5.2. Theoretical implications

The relationship between e-marketing and Customer Relationship Management (CRM) is critical for enhancing customer satisfaction and loyalty in the tourism industry. E-marketing strategies enable tourism organisations to improve their online presence, making it easier for potential customers to discover and engage with their offerings through search engines and social media platforms. By integrating CRM practices, businesses can leverage customer data to personalise interactions and tailor marketing campaigns, increasing customer satisfaction and loyalty.

The empirical analysis conducted in the study validates several hypotheses, confirming that effective website creation and promotion, improved search engine accessibility, and strategic social media advertising positively influence tourism consumer satisfaction and loyalty (Almakayeel, 2023; Yoo *et al.*, 2022). Specifically, the study finds that while creating websites and social media advertising significantly enhance loyalty, the expected positive impact on satisfaction from search engine optimisation (SEO) and social media advertising was not validated (Seo, 2012).

These findings underscore the importance of a strategic approach to e-marketing and CRM in tourism. While certain digital marketing efforts can significantly enhance consumer loyalty, other strategies may require further refinement to boost satisfaction. The study's results contribute to the existing literature by providing empirical evidence of the interconnectedness between e-marketing, CRM, and consumer behaviours in the tourism sector, offering valuable insights for practitioners aiming to enhance customer experiences and foster long-term loyalty.

5.3. Tourism destination governance implications

To discuss the thesis results from a government perspective, we can explore how e-marketing impacts the tourism industry, focusing on the benefits and opportunities these tools create for governments.

1. **Enhancing Digital Infrastructure and Strengthening Online Presence:** The findings show that using websites and social media advertising positively affects tourist satisfaction and loyalty. The government can help by developing digital infrastructure and increasing internet bandwidth, allowing tourists easier access to this content and supporting the growth of the tourism industry. Additionally, strengthening local platforms and training tourism businesses on using these tools can lead to better engagement with tourists and increased satisfaction.
2. **Encouraging Social Media Advertising and Increasing Engagement:** Since social media advertising leads to higher customer loyalty, the government can offer incentives to small and medium-sized tourism businesses to utilize these tools more effectively (Kushwaha, 2024). Furthermore, by creating broader campaigns through these platforms, the government can improve international tourists' awareness of Iran's tourism destinations.
3. **Emphasizing Customer Relationship Management (CRM):** Results indicate that CRM systems can boost customer satisfaction and loyalty. The government can promote CRM adoption and facilitate businesses' access to CRM software, enabling personalised services for tourists. Setting national standards and specific guidelines for CRM use in the tourism industry could also enhance tourists' experiences.
4. **Policy Development and Regulatory Support for Data Privacy:** Given the importance of customer data in CRM systems, the government should establish precise policies for protecting tourists' privacy and data. These measures can increase tourists' trust in digital services and encourage greater loyalty toward tourism destinations.
5. **Encouraging and Supporting Innovation in Digital Marketing:** Since digital marketing is a crucial factor in the tourism industry's development, the government can support its use in tourism by investing in research and development and encouraging innovation in digital marketing tools.

Overall, the government can help strengthen tourism by adopting supportive policies and creating the necessary infrastructure, thereby leveraging e-marketing to increase tourist satisfaction and loyalty and contribute to the industry's sustainable growth.

5.4. Research Questions Discussion

RQ1: "What is the role of electronic marketing in developing the tourism industry?"

Electronic marketing tools, particularly website promotion and SEO optimisation, play a significant role in enhancing tourism satisfaction and loyalty. Websites that effectively communicate with visitors and provide interactive features improve tourists' satisfaction, while SEO influences loyalty by increasing visibility and trustworthiness (Yoo *et al.*, 2022).

However, the invalidation of the hypothesis related to social media advertising suggests that not all forms of electronic marketing are equally effective. This highlights gaps in current strategies and a need to refine how social media platforms are utilized to promote tourism in Iran. Future research should explore creative and culturally tailored social media campaigns to better engage potential visitors.

RQ2: "What is the role of Customer Relationship Management (CRM) contribute to the development of the tourism industry ?"

my study underscores the importance of CRM systems in personalizing customer interactions, which has a direct impact on customer satisfaction and loyalty (Rane *et al.*, 2023). By tailoring communications and offers to individual preferences, CRM can foster a sense of connection between tourists and destinations.

Despite this, there is a lack of sufficient empirical data or hypotheses in my study specifically validating CRM's direct role in developing tourism infrastructure or addressing broader challenges in the Iranian tourism sector. This indicates that while CRM systems show promise, their full potential remains untapped. Efforts should focus on integrating CRM practices more deeply into the operational and strategic levels of tourism enterprises.

RQ3: How do electronic marketing and CRM contribute to tourism satisfaction and loyalty to the Iran destination?

The integration of effective electronic marketing strategies, such as optimized websites and targeted SEO practices, with robust CRM systems significantly boosts tourist satisfaction and loyalty (Almakayeel, 2023; Rimadias *et al.*, 2021). When these tools work

together, they not only enhance the immediate travel experience but also encourage repeat visits and positive word-of-mouth recommendations.

However, the invalid hypothesis concerning social media advertising indicates that this integration is not yet complete. While CRM fosters personalized engagement, it needs to be paired with innovative and data-driven electronic marketing campaigns to fully capitalize on digital platforms' potential. Furthermore, the Iranian tourism industry must address infrastructural and policy challenges to support these digital initiatives effectively.

6. Conclusions

6.1. Conclusion Summary

The main goal of this thesis was to explore how e-marketing affects the development of Iran's tourism industry, specifically by examining the role of Customer Relationship Management (CRM) as a link between marketing efforts and customer outcomes like satisfaction and loyalty. The findings confirm that effective e-marketing strategies—such as creating engaging websites, improving search engine visibility, and advertising on social media—can have a strong impact, particularly on customer loyalty.

However, while website creation and social media ads positively affected loyalty, the anticipated effect on satisfaction through search engine optimisation (SEO) and social media was less clear. This lack of a strong relationship can be explained by the nature of these tools. SEO and social media advertising are typically more effective in generating visibility and attracting potential tourists rather than influencing deeper emotional responses such as satisfaction. In emerging markets like Iran, these tools may face additional limitations, such as lower levels of consumer trust in online content, limited content personalization, or weak alignment between digital marketing messages and actual service quality. Therefore, while they contribute to initial customer interest, they may not directly enhance satisfaction unless supported by consistent service delivery and CRM-driven personalization.

Ultimately, the study provides valuable insights for tourism industry practitioners by showing how CRM and well-planned digital marketing can enhance the customer experience and build loyalty, aligning with the thesis goal of supporting industry growth through strategic e-marketing.

6.2. Limitations

One limitation of this research was that it was conducted entirely online while the author were outside Iran. This may have excluded certain demographics, particularly individuals without internet access or those less active on digital platforms during the data collection period. In addition, the study relied on self-reported data through a structured questionnaire, which may introduce response bias, as participants might

have provided socially desirable or non-reflective answers. The research used a cross-sectional design, capturing data at a single point in time. This limits the ability to draw conclusions about causality or changes over time in tourist behavior or attitudes.

Furthermore, the study focused on only three e-marketing strategies (websites, SEO, and social media) and two outcome variables (satisfaction and loyalty). While these are relevant, they do not fully capture the complexity of the broader digital marketing and tourism experience. Future studies could expand the model to include additional constructs such as trust, perceived value, or online review influence. Lastly, the sample size, while adequate for basic analysis, was relatively small and may not fully represent

6.3. Future research

In future work, studies applied to more comprehensive cases will be developed, an analysis of the tourist consumer will be carried out, and the impact of online reviews on the reputation of the destination and the country as a recipient of tourism will be investigated.

Regarding comprehensive case studies: detailed case studies of successful e-marketing campaigns within Iran's tourism sector will be analysed to identify best practices and effective strategies that can be applied across the industry.

Considering consumer behaviour analysis: Survey tourists will be prepared to understand their preferences and behaviours regarding digital interactions before, during, and after travelling in Iran. This data can help tailor e-marketing strategies to better meet the needs of potential visitors.

Finally, research into the impact of online reviews and reputation management: will involve Studying the influence of online reviews on tourist decision-making, focusing on how tourism businesses in Iran can leverage positive reviews and effectively address negative feedback to enhance their online reputation.

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