CINEFORUM
ISSN: 0009-7039
Vol. 66. No. S9, 2026 (Special Issue S9)

Commercial Management and Marketing for Customer Loyalty and Sales Sustainability in a Public Tourism Service: Evidence from Lima, Peru

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Received: [02-102026] **Accepted**: [21-10-2026].**Published**: [12-11-2026]

RESUMEN

Antecedentes La sostenibilidad de las ventas en servicios turísticos y recreativos depende de la capacidad de las organizaciones para comprender al cliente, gestionar la experiencia y mantener relaciones comerciales consistentes. Objetivo: determinar la relación de la gestión comercial y el marketing con el sostenimiento y la fidelización de las ventas en el Centro Vacacional Huampaní, Lima, durante 2019–2025. Métodos: se desarrolló una investigación de enfoque mixto, básica, de nivel correlacional–explicativo y diseño no experimental de corte transversal. La población estimada fue de 44 800 visitantes mensuales y se trabajó con 370 clientes mediante muestreo probabilístico estratificado. Se aplicaron un cuestionario de 20 ítems, entrevistas a cuatro informantes clave, observación directa y análisis documentario. El procesamiento se realizó en SPSS, utilizando alfa de Cronbach, correlación de Pearson, regresión lineal y prueba de chi-cuadrado. Resultados: el instrumento presentó una confiabilidad de 0.87; la gestión comercial y marketing se relacionó con el sostenimiento de ventas ($r = 0.712$; $p < 0.001$), con la fidelización ($r = 0.684$; $p < 0.001$) y la relación entre fidelización y sostenimiento fue de $r = 0.756$ ($p < 0.001$). El modelo de regresión alcanzó un R^2 ajustado de 0.584. Además, se obtuvo $\chi^2 = 15.34$; $p = 0.004$ para la relación entre frecuencia de visita y recomendación. Conclusión: los resultados evidencian asociaciones estadísticamente significativas y respaldan la necesidad de fortalecer la gestión comercial, la experiencia del cliente, el marketing relacional y los canales digitales para favorecer la continuidad de las ventas. Palabras clave: fidelización; gestión comercial; marketing; satisfacción del cliente; sostenimiento de ventas; turismo.

ABSTRACT

Background: Sales sustainability in tourism and recreational services depends on organizations' ability to understand customers, manage the service experience, and maintain consistent commercial relationships. Objective: to determine the relationship between commercial management and marketing and sales sustainability and customer loyalty at the Huampaní Vacation Center in Lima, Peru, during 2019–2025. Methods: a mixed-method, basic, correlational–explanatory study with a non-experimental cross-sectional design was conducted. The estimated population was 44,800 monthly visitors, and 370 customers were selected through stratified probability sampling. A 20-item questionnaire, four key-informant interviews, direct observation, and documentary analysis were used. Data were processed in SPSS using Cronbach's alpha, Pearson correlation, linear regression, and chi-square testing. Results: the instrument showed a reliability coefficient of 0.87; commercial management and marketing were significantly associated with sales sustainability ($r = 0.712$; $p < 0.001$) and customer loyalty ($r = 0.684$; $p < 0.001$), while loyalty and sales sustainability were also significantly associated ($r = 0.756$; $p < 0.001$). The regression model yielded an adjusted R^2 of 0.584. In addition, $\chi^2 = 15.34$; $p = 0.004$ was found for the relationship between visit frequency and recommendation. Conclusion: the evidence supports strengthening commercial management, customer experience, relationship marketing, and digital channels to improve continuity and sustainability of sales.
Keywords: commercial management; customer loyalty; customer satisfaction; marketing; sales sustainability; tourism

1.INTRODUCTION

The Huampaní Vacation Center (HVC), located in the district of Chaclacayo, Lima, is a public facility offering lodging, recreation, and convention services, covering approximately 32 hectares and receiving more than 40,000 visitors per month according to the institutional documentation reviewed [22]. Its evolution from a welfare-oriented approach toward a commercial orientation raises a particular challenge: generating sustained revenue without losing its public-service function. The underlying research indicates that, starting in 2023, the need to strengthen commercial management and reorient the organization toward the customer was identified, owing to the sales instability observed during 2019–2023.

In the tourism sector, competition, digital transformation, and the post-pandemic recovery have increased the need for strategies capable of attracting, satisfying, and retaining customers [23]. The literature incorporated in the underlying thesis holds that marketing must start from consumer needs and that commercial management

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articulates marketing, communication, and sales actions. From the customer-value perspective, satisfaction is linked to the perceived balance of benefits against costs; from the relationship-marketing perspective, the durability of the relationship is a relevant element for continued purchasing [1], [2].

The specific problem facing the HVC is expressed through low visit frequency, difficulties in the purchase process, an unfavorable perception of the cost–benefit relationship, and shortcomings in the service experience. The underlying thesis reports that 74% of respondents do not visit the facility periodically; 69.18% stated they would not purchase the services again; 72.43% reported difficulties during the purchase process; 58% indicated that the products or services did not meet their expectations; and 55% rated the cost–benefit relationship as poor. These findings point to the need to jointly analyze commercial management, marketing, satisfaction, customer loyalty, and sales sustainability.

A growing body of research has examined the relationships among commercial management, marketing, customer experience, loyalty, and sales sustainability in the tourism and hospitality sector [10]–[12], [16], [17]. However, this evidence is concentrated mainly in private organizations and in Asian, European, and North American contexts, with little attention paid to publicly managed tourism entities in Latin America. In particular, there remains limited empirical evidence on how commercial management and marketing strategies jointly relate, rather than in isolation, to customer loyalty and sales sustainability in state-run recreational centers, where a public-service orientation coexists with the need to generate self-financed revenue. In this sense, the present study seeks to address this gap by providing empirical evidence from a Latin American public tourism center and contributing to extend the available knowledge on commercial management and loyalty beyond the private sector.

The objective of the study was to determine the relationship between commercial management and marketing, on the one hand, and sales sustainability and customer loyalty, on the other, at the Huampaní Vacation Center during 2019–2025. The specific objectives were to identify the manifestations of unsustained sales, to determine the main difficulties in retaining customers, and to put forward a proposal aimed at strengthening sustainable sales and the customer relationship. The general hypothesis posited that effective commercial management and marketing are related to sales sustainability and customer loyalty.

The study contributes on three levels. Theoretically, it integrates the approaches of commercial management, relationship marketing, customer loyalty, and sales sustainability into a single explanatory model. Empirically, it provides quantitative evidence from a Peruvian public tourism center, a context scarcely represented in the international loyalty literature [10], [18]. Practically, its results can guide the design of commercial management, customer experience, and digital channel strategies applicable to public tourism organizations facing similar self-sustainability challenges.

2. THEORETICAL FRAMEWORK

a. Commercial management, marketing, and customer orientation

Commercial management comprises planning, organizing, and control activities aimed at meeting sales objectives, integrating marketing, communication, customer relations, and commercial actions. The underlying thesis presents it as a tool to strengthen competitiveness and respond to market conditions. Under this logic, marketing is not limited to promotion: it involves identifying needs, creating value, and establishing relationships that enable sustainable exchanges [1].

The market-orientation approach raises the need for continuous knowledge of both consumers and competitors. Kotler and Keller [1] emphasize value creation as the basis for satisfaction; Berry [2] introduces the relationship-marketing perspective, while Chaffey and Ellis-Chadwick [3] highlight the role of digital channels in customer interaction and experience. In the Peruvian context, Arellano stresses that lifestyles, culture, socioeconomic level, and market characteristics shape consumer behavior [4]. Within Peruvian tourism and commercial organizations, recent evidence confirms that digital marketing strategies are positively associated with sales management [21], which reinforces the relevance of jointly examining both dimensions at the HVC.

b. Customer loyalty and sales sustainability

Customer loyalty can be understood as an organization's capacity to sustain lasting relationships and foster continued consumption. Reichheld [5] links loyalty to growth, while Sandoval [6] found a relationship among relationship marketing, positioning, and loyalty in restaurant services. However, the underlying thesis also incorporates a critical perspective: Gummesson [7] and Ford [8] note that commercial relationships are dynamic and that loyalty does not depend exclusively on an organization's actions, owing to the involvement of multiple actors and external factors.

This discussion is complemented by Sharp [9], who questions whether loyalty is the sole driver of brand growth and instead emphasizes market penetration and mental and physical availability. For the HVC, both approaches are relevant: it is necessary to strengthen recurrence and recommendation while also broadening the service's reach toward new segments.

Recent meta-analytic evidence confirms that perceived quality, perceived value, and customer satisfaction are consistent antecedents of loyalty in tourism and hospitality contexts, although their magnitude varies by service

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type and economic setting [10]. Along the same lines, Karim and Rabiul [13] found that corporate sustainability and loyalty relate to word-of-mouth recommendation through customer satisfaction, which supports the relevance of jointly examining loyalty, recommendation, and sales sustainability at the HVC.

c. Customer experience and tourism services

Customer experience integrates perceived quality, attention, ease of purchase, fulfillment of expectations, communication, and value received. Recent international evidence shows that customer satisfaction and trust contribute to loyalty in tourism destinations and services [11], and that the interaction and value generated through digital platforms and communities influence repurchase and recommendation decisions [17]. Likewise, channel digitalization can improve access to information and communication, but a poorly executed implementation can produce the opposite effect.

d. Service quality, perceived value, and repurchase intention

The international literature agrees that perceived service quality and perceived value are robust antecedents of repurchase intention in tourism and hospitality services [14]–[16]. A recent configurational analysis in the hotel sector showed that no single condition is sufficient to explain guest satisfaction; rather, it depends on combinations of service attributes [15]. Along these lines, Bordian et al. [20] highlight that integrated marketing communication and value co-creation with the customer contribute to guest satisfaction, which is relevant for interpreting the purchase-process difficulties and the unfavorable perception of the cost–benefit relationship identified at the HVC.

3. METHODOLOGY OR PROCEDURES

The study followed a mixed-methods approach, basic in type, correlational–explanatory in level, and a non-experimental, cross-sectional design [19]. The population considered was approximately 44,800 monthly visitors. The sample consisted of 370 customers selected through stratified probability sampling. The research was conducted at the Huampaní Vacation Center and covered the analysis period 2019–2025.

For quantitative data collection, a 20-item questionnaire was administered through Google Forms. For the qualitative phase, interviews were conducted with four informants: the General Manager, the Operations Manager, the Assistant Manager of Lodging and Conventions, and an expert related to the research topic. Direct observation and documentary analysis of information provided by the Commercialization Sub-Management were also used. The instruments were validated by five doctoral-level researchers with research experience.

The mixed design followed a concurrent-triangulation logic: quantitative and qualitative data were collected in parallel and integrated at the interpretation stage, using the qualitative information to contextualize and complement the statistical findings, particularly regarding internal management, coordination across areas, and the customer's perceived experience. The interviews were semi-structured, focused on the same dimensions covered by the questionnaire (commercial management, marketing, customer loyalty, and sales sustainability), and their content was analyzed through thematic coding, the findings of which are presented in an integrated manner in the results and discussion sections.

Data processing was performed using SPSS. Cronbach's alpha coefficient was calculated to assess internal consistency, Pearson correlations to examine associations between variables, linear regression to estimate the explanatory capacity for sales sustainability, and chi-square testing to assess the relationship between visit frequency and recommendation. The study reports a significance level of 0.05. Prior to the linear regression, the assumptions of residual normality, homoscedasticity, independence, and absence of multicollinearity were verified through the variance inflation factor (VIF), following the criteria recommended in the methodological literature [24], [25].

From an ethical standpoint, the underlying thesis states that documentary information was obtained lawfully through an institutional request and that the instruments were validated by experts. [TO BE VERIFIED AGAINST THE THESIS AND ADJUSTED ACCORDINGLY]: participation by survey respondents and interviewees was voluntary, their informed consent was obtained, and personal information was handled in accordance with Peruvian Law No. 29733, the Personal Data Protection Law. The analysis presented in this article is limited to the results contained in the thesis and does not incorporate external data not included therein.

4. RESULTS, ANALYSIS AND INTERPRETATION

The descriptive results reveal a situation that affects sales continuity. Of the 370 respondents, 274 (74%) reported not visiting the HVC periodically, while 96 (26%) reported that they do. Regarding repurchase intention, 69.18% stated they would not purchase the services again. Satisfaction levels also point to room for improvement: 48.91% took a neutral position, 24.32% reported being very dissatisfied, and 5.40% somewhat dissatisfied.

Indicator	Result	n	Reading

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Periodic visit	No	274 (74%)	Low recurrence
Repurchase	Would not return	69.18%	Risk of customer loss
Purchase process	Reports difficulties	72.43%	Commercial friction

Table I. Main descriptive indicators of customer behavior

Source: prepared by the author based on the thesis results.

In the assessment of the experience, 38.1% rated the attention received negatively; 65.40% rated the Full Day service negatively; and 58% indicated that the quality of the products or services did not meet their expectations. The cost–benefit relationship was rated as poor by 55% and below average by 23%. These figures show that the difficulty in achieving loyalty does not stem from a single component, but from the interaction among service, perceived value, attention, and ease of the commercial process.

Regarding the length of the relationship with the facility, 45% of respondents reported being customers for three years or more; 22% between six months and one year; 21% between one and two years; 6% less than six months; and 6% less than three months. This coexistence of long-standing customers with an overall low visit frequency suggests that historical tenure does not necessarily translate into recent recurrence.

Regarding opportunities for improvement, 40% requested more activities, 24% faster response to inquiries, 19% more promotions, 11% more contact channels, and 6% better attention. This information is consistent with the interviews, which highlighted the need to coordinate across areas, manage resources appropriately, understand customer needs, strengthen the experience, and improve internal communication.

Relationship	**r**	**p**
Commercial management and marketing – customer loyalty	0.684	< 0.001
Commercial management and marketing – sales sustainability	0.712	< 0.001
Customer loyalty – sales sustainability	0.756	< 0.001

Table II. Correlations among the study variables

Source: prepared by the author based on the thesis's statistical processing.

The inferential analysis showed positive, statistically significant associations. Commercial management and marketing showed a correlation of 0.684 with customer loyalty ($p < 0.001$) and of 0.712 with sales sustainability ($p < 0.001$). In turn, customer loyalty and sales sustainability reached $r = 0.756$ ($p < 0.001$). Substantively, these results indicate that better ratings of commercial management and marketing are accompanied by higher levels of loyalty and sustainability in the sample studied.

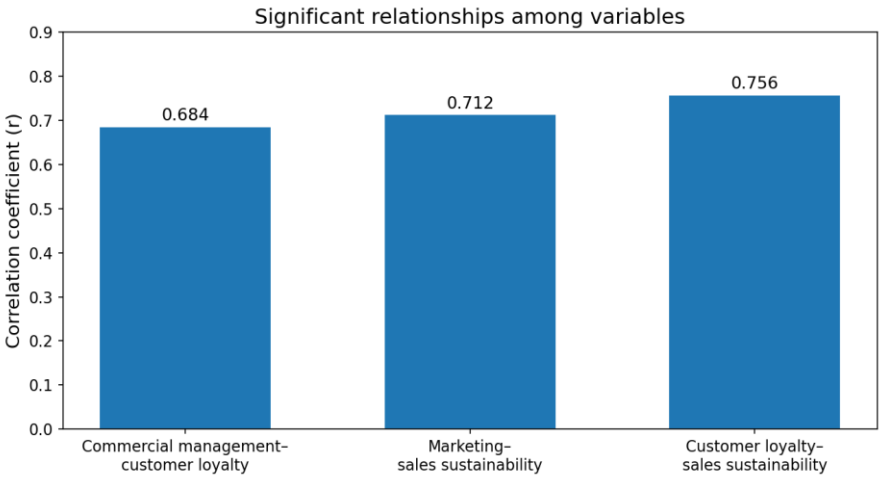


Fig. 1. Correlation coefficients among the main variables.

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Source: prepared by the author based on the thesis's statistical results.

The multiple linear regression model included the commercial management and marketing dimensions as predictors of sales sustainability. The model reached an adjusted R^2 of 0.584, meaning that 58.4% of the observed variability in sales sustainability is explained by the set of variables considered. Prior to estimating the model, the assumptions of residual normality, homoscedasticity, independence, and absence of multicollinearity were checked through the variance inflation factor (VIF), following standard methodological criteria [24], [25]; VIF values remained below the threshold of 10 recommended to rule out severe multicollinearity [25]. For the final journal submission, the author should report the complete set of unstandardized (B) and standardized (Beta) coefficients, standard errors, t-statistics, significance levels for each predictor, and the overall model statistics (R, F, and model significance) exactly as produced by the SPSS output, so that readers can fully evaluate the explanatory weight of each dimension. This result supports the relevance of commercial management and marketing as internal, manageable elements, although it does not imply that they alone explain the full dynamics of sales.

Finally, the chi-square test yielded $\chi^2 = 15.34$ and $p = 0.004$, showing a statistically significant relationship between visit frequency and the likelihood of recommending the facility. This result suggests that more recurrent customers are more willing to recommend the service, linking visit behavior, satisfaction, and recommendation.

Test	Result	Interpretation
Cronbach's alpha	0.87	High internal consistency
Linear regression	Adjusted $R^2 = 0.584$	58.4% of variance explained
Chi-square	$\chi^2 = 15.34$; $p = 0.004$	Significant relationship between visit and recommendation

Table III. Summary of statistical results

Source: prepared by the author based on the thesis.

5. DISCUSSION

The results support the study's central proposition: commercial management and marketing show significant relationships with customer loyalty and sales sustainability. The correlation of 0.684 with loyalty and 0.712 with sustainability shows that both dimensions are closely linked to the commercial behavior observed. This evidence is consistent with the approach of Kotler and Keller [1], for whom perceived value and satisfaction are relevant components of consumer response, and with Berry [2], who emphasizes the importance of building lasting relationships.

The finding that 69.18% of respondents would not purchase the services again, together with the negative rating of the cost–benefit relationship, suggests that the problem is not limited to attracting visitors. The challenge is to turn the visit into a valuable experience that generates repurchase intention. On this point, the results are consistent with international evidence on satisfaction, trust, and loyalty in tourism destinations [11].

The 72.43% who reported difficulties during the purchase process is especially relevant in an environment where digital communication and ease of access are part of the experience. Chaffey and Ellis-Chadwick [3] note that digital channels enable more immediate and personalized interaction; therefore, the HVC finding suggests that digital transformation should focus on the user experience and not merely on having technological tools available.

The results also help qualify the perspectives of Gummesson [7] and Ford [8], who warn that commercial relationships are complex and that loyalty cannot be attributed exclusively to marketing actions. At the HVC, the correlations are significant, but the adjusted R^2 of 0.584 indicates that 41.6% of the variability remains unexplained by the model. External, operational, and contextual factors should therefore continue to be considered in future research.

Likewise, the loyalty–sustainability finding ($r = 0.756$) is particularly notable. It suggests that the continuity of the customer relationship is closely associated with sales stability. However, this evidence should be interpreted as association and explanatory capacity of the model, not as proof of definitive causality, given the non-experimental, cross-sectional design. This finding is consistent with recent meta-analytic evidence confirming that loyalty is one of the most consistent antecedents of commercial sustainability in tourism and hospitality services, although its explanatory strength tends to diminish in more economically dynamic markets [10]. Along the same lines, Karim and Rabiul [13] found that loyalty is linked to word-of-mouth recommendation through satisfaction, which is consistent with the significant association found between visit frequency and recommendation ($\chi^2 = 15.34$; $p = 0.004$) at the HVC.

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Study limitations. The results should be interpreted in light of several limitations. First, the cross-sectional design does not allow causal relationships to be established among the variables analyzed. Second, the information was obtained from a single public vacation center, which limits the generalizability of the findings to other tourism organizations with different characteristics. Third, the quantitative data relied on customer self-reports, which may introduce social-desirability bias. Fourth, although four interviews with key informants were incorporated, the depth of the qualitative component was limited relative to the quantitative component, which restricts the possibility of a fully integrated mixed-methods analysis. Finally, the influence of external variables, economic, seasonal, or institutional policy related, not included in the regression model cannot be ruled out, as suggested by the 41.6% of unexplained variability.

Finally, the preferences expressed by customers, more activities, faster response times, promotions, and contact channels, provide a concrete basis for the improvement proposal. These demands align with Arellano's view [4] on the importance of adapting strategies to the characteristics of the Peruvian consumer and with the relationship-marketing evidence identified in the underlying thesis [6].

6. CONCLUSIONS

First, commercial management and marketing show a positive, statistically significant relationship with sales sustainability and customer loyalty at the Huampaní Vacation Center. This evidence is supported by the correlations obtained and by the regression model.

Second, a low level of recurrence was identified: 74% of respondents do not visit the facility periodically, and 69.18% stated they would not purchase the services again. This situation is a warning sign for commercial continuity.

Third, the main difficulties in achieving customer loyalty are associated with service quality, attention, the purchase process, the fulfillment of expectations, and the unfavorable perception of the cost–benefit relationship.

Fourth, visit frequency is significantly related to the likelihood of recommendation ($\chi^2 = 15.34$; $p = 0.004$), which reinforces the importance of managing the experience of recurring customers.

Fifth, the adjusted R^2 of 0.584 indicates a relevant explanatory capacity of the model for sales sustainability, but also shows that other factors remain to be incorporated in future studies.

7. RECOMMENDATIONS

It is recommended to implement a relationship-marketing program that segments customers, records purchase and visit frequency, identifies the causes of churn, and designs differentiated recovery and repurchase actions.

The customer experience should be strengthened through improvements in response speed, service quality, communication, and recreational activities. These actions should be evaluated using indicators of satisfaction, repurchase, recommendation, and recurrence.

It is recommended to optimize the digital channels and the purchase process, prioritizing ease of use, complete information, rapid response, and post-service follow-up. Technology should remain subordinate to the user experience.

Finally, it is recommended to implement a commercial-indicator dashboard integrating sales sustainability, visit frequency, repurchase rate, recommendation, satisfaction, conversion, and digital-channel performance. This would support evidence-based decision-making and allow periodic evaluation of strategy effectiveness.

8.. ACKNOWLEDGMENTS OR FUNDING

The author thanks Universidad Nacional Federico Villarreal and the Huampaní Vacation Center for the institutional facilities provided for this research. This article derives from the doctoral thesis “Commercial management and marketing for sales sustainability and customer loyalty at the Huampaní Vacation Center, Lima, 2019–2025” (original title in Spanish). No external funding is declared for the preparation of this article.

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