

The Impact of Customer Journey Management on Customer Experience in Travel Agencies

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Abstract :

This paper aims to investigate the influence of customer journey management on customer experience in travel agencies taking Liledo Travel as a study case via a survey to its clients ; the hypotheses were tested by applying simple linear regression model using SPSS. The results show that that customer journey personalization affects customer experience positively & significatively. In addition, technological tools and unified communication has a positive impact on customer experience. Therefore, travel agencies that successfully master this management advantageously position themselves in a competitive market by retaining their clientele and attracting new customers through positive recommendations and satisfaction, so it is necessary to incorporate technologies in order to enhance customer experience through real-time assistance and recommendations based on personal taste. This finding supports the integration of customer journey into existing models of service experience and relationship marketing, highlighting that experience is not an isolated outcome but the result of a coordinated, data-driven journey design.

Keywords : Customer journey; Customer experience ; Travel ; Regression .

JEL Classification Codes : M0 ; M19.

I. Introduction

The rapid evolution of the travel sector has transformed how agencies manage their clients' journeys, from trip planning to post-travel experiences. Effective management of these journeys is of paramount importance, as it directly influences the overall client experience. In this context, it is essential to examine closely how travel agencies approach this management and what impact it has on customer satisfaction and loyalty. Indeed, a well-managed customer journey creates a positive experience, encouraging clients to return for their future travels, thus promoting loyalty and business recurrence. Proactive and personalized management strengthens the relationship between the agency and the client, fostering open communication and mutual understanding to meet the expectations of increasingly demanding clients. On the other hand, it helps stand out in a saturated market where competition is fierce, not to mention that satisfied travelers are more likely to recommend the agency to their network, contributing to new client acquisition through word-of-mouth.

Positive customer journey management contributes to favorable reviews and reinforces the agency's credibility. Consequently, the administration of the customer journey can become an essential differentiation factor against competition. For example, a simple and user-friendly booking process can increase conversion rates, transforming visitors into paying

customers. Positive experiences increase customer lifetime value, as they are likely to choose the agency for their future travels. Actually, consumers are not only seeking products or services but also meaningful and engaging experiences that meet their emotional and functional needs. This evolution has placed customer experience at the heart of business concerns, encouraging them to rethink their approach to customer relationship management. Indeed, modern clients expect fluid and personalized experiences. Customer journey management allows the agency to adapt to these changing expectations.

Customer journey management in travel agencies is a strategic element that goes beyond simple commercial transactions. It shapes clients' perception of the agency, influences their loyalty, and directly affects the long-term success of the business in a competitive and constantly evolving market. It is now characterized by a multitude of touchpoints and channels, ranging from in-person interactions to digital platforms and social networks. Each interaction offers a unique opportunity to create memorable moments and positively influence the client's perception of the brand. Thus, customer journey management aims to orchestrate coherently and fluidly each stage of client interaction, from initial discovery to after-sales service, to create a harmonious and satisfying overall experience.

In this context, customer journey management raises several challenges and issues for travel agencies: First, the fragmentation of touchpoints and the omnipresence of digital technologies make understanding and effective management of the customer journey complex. Agencies must be able to seamlessly integrate online and offline interactions while offering a consistent experience across all channels. Moreover, personalization has become a key element of customer journey management, with consumers expecting interactions and offers adapted to their individual needs and preferences. Companies must therefore invest in technologies and strategies to collect and analyze customer data to provide highly personalized and relevant experiences. Finally, measuring the effectiveness of customer journey management and its influence on customer experience remains a major challenge for many companies. Traditional metrics such as customer satisfaction and loyalty may be insufficient to capture the complexity of customer interactions and the long-term value generated by effective customer journey management.

The importance of this subject is that customer journey management in travel agencies is essential to guarantee a fluid and satisfying customer experience. By optimizing each stage, from research to booking and the trip itself, agencies can retain their clientele, stand out from the competition, and maximize their revenue. In a competitive environment, customer journey management has become paramount for travel agencies to optimize customer experience, thus strengthening loyalty and satisfaction. Consequently, our problematic is stated as follows:

"How does customer journey management influence customer experience in travel agencies?" Based on this problem statement, we propose the following main hypothesis:

Main Hypothesis: Customer journey management has an influence on experience.

From the main hypothesis, these secondary hypotheses emerge:

Hypothesis 1: Increased personalization of the customer journey will lead to improvement of their experience in travel agencies.

Hypothesis 2: The use of technological tools with unified communication throughout the customer journey improves travelers' experience.

The aim of this research is to understand in depth customer journey management in travel agencies and its influence on customer experience in the tourism sector. Furthermore, provide practical recommendations to travel agencies to improve their approach to customer journey management and optimize customer experience with the goal of enhancement .

This study is structured as follows : section 2 is dedicated to the literature review, section 3 defines the customer journey management in the travel industry. Section 4 is devoted to the theoretical Background, whose purpose is to highlight the methodology of the empirical part, which will notably involve conducting a survey among clients of Liledo Travel agency, and examining hypotheses through simple linear regression using SPSS software. Then section 4 represents the interpretation of results. Finally, section 5 summarizes the most relevant results while also proposing recommendations.

II. Literature Review

Mele, Di Bernardo, Ranieri, Russo Spena (2024) that presented a qualitative market research, aiming to deepen the understanding of the "phygital customer journey" (PCJ), which merges physical and digital interactions in customer experiences, using a practice-based lens to reveal the underlying dynamics of these mixed encounters. The broader possibility of connectivity offers customers additional opportunities to discover value propositions. The online world is only one aspect of customer experience. The integration of digital technologies, social presence, and physical elements increases the complexity of the customer journey. This article aims to map the phygital customer journey by focusing on millennials.

The work of Vo-Thanh, Zaman, Thai, Hasan, Senbeto (2024) aims to understand the link between perceived innovation and customer satisfaction. By employing a mixed approach, this article proposes a multidimensional framework for measuring perceived innovation throughout the customer journey. Customer satisfaction was measured considering customer-generated data online on TripAdvisor. The study reveals not only a strong correlation between perceived innovation and customer satisfaction but also presents how they can use user-generated data to co-innovate across customer journeys.

Zhang, Park, Park (2024) investigated customers' personal innovation (PI) as an influencing factor of Omni channel customer experience throughout the pre-purchase, purchase, and post-purchase stages of the customer journey, and their subsequent influences on customers' reuse intention. The results revealed a significant influence of personal innovation on Omni channel customer experience at all purchase stages. Therefore, personal innovation influences customer experience before and after purchase, thus affecting reuse intention. However, this did not have the same effect during the purchase phase. Omni channel customer experience also played an indirect mediating role in the relationship between personal innovation and reuse intention.

Geerou, Anastasia (2024) evaluates passengers' emotions at different stages of their onboard customer journey to determine whether assessing passengers' emotions at a single stage of their journey accurately reflects their overall emotional experience onboard. The study aims to fill this research gap by acquiring data that not only addresses the aforementioned aspects but also validates the applicability of the adapted emotional measurement instrument within the travel and tourism industry. A large-scale survey was conducted among respondents who were ferry passengers traveling for tourism purposes. Study results indicate emotional variations throughout the onboard customer journey and affirm the effectiveness of the adapted measurement instrument within the passenger transport sector.

Kotler; P., & al. (2017) emphasizes Customer Experience Model that marketing success depends on creating meaningful and memorable experiences rather than merely delivering functional products or services. According to Philip Kotler, customer experience is shaped through five key dimensions: Sense, Feel, Think, Act, and Relate. These elements engage customers' senses, emotions, intellect, behaviors, and social connections, respectively, leading to deeper brand attachment and loyalty. In his later work, Kotler also introduced the

5A framework: Aware, Appeal, Ask, Act, and Advocate to describe the stages of the customer journey from initial awareness to post-purchase advocacy. Together, these models highlight that effective marketing should design every customer touchpoint to be emotionally engaging, cognitively stimulating, and socially relevant, ultimately transforming customers into active brand advocates.

According to Pine and Gilmore (1999), the Experience Economy was introduced, where consumers no longer seek only goods or services but memorable and personalized experiences that engage them emotionally and sensorially. In the tourism sector, this means that travelers are not merely purchasing accommodation or transportation; they are looking for authentic, immersive experiences that create lasting memories. Pine and Gilmore identify four realms of experience: entertainment, educational, escapist, and esthetic that can be combined to enhance the overall value of a tourism product. For instance, a sustainable lodge can offer aesthetic pleasure through its natural setting, educational value through workshops on local culture, escapist adventure through outdoor activities, and entertainment through cultural performances. Thus, in tourism, the experience itself becomes the product, and the success of a destination depends on its ability to stage experiences that are engaging, meaningful, and memorable.

III. The Theoretical Background

1. Customer Journey Management in the Travel Industry

The customer journey in a travel agency refers to the path a client takes from their first contact with the agency until after their trip. It includes several key stages. The objective is to offer a fluid, personalized, and satisfying experience at each stage, to retain the client and convince them to return for their future travels, while encouraging positive recommendations to their network. If each travel agency is unique, each traveler's experience delivered must also be unique. It begins with trip research and planning. Clients explore various destination, accommodation, and transportation options, relying on online resources, recommendations, and professional advice. Once their choice is made, they move to the booking stage, which can be done online or in person. Agencies offer personalized support to meet clients' specific needs, advising them on itineraries and activities. After booking, agencies provide attentive follow-up, offering continuous assistance and relevant information to guarantee a complete travel experience. By offering additional services such as travel insurance and loyalty programs, agencies aim to retain their clientele and maintain a strong long-term relationship. This complex process requires a thorough understanding of clients' needs, expectations, and behaviors (Zendesk 2021).

2. How Customer Journey Management (CJM) and Customer Experience (CX) are related?

The link between Customer Journey Management (CJM) and Customer Experience (CX) is presented in three principals models:

➤ Lemon & Verhoef (2016) :CX as a process across the journey

Lemon & Verhoef give the conceptual reason CJM matters; CX is not a single encounter but a temporally extended outcome that CJM must orchestrate. The researchers

conceptualize Customer Experience (CX) as a process that unfolds over time, spanning multiple touchpoints and channels, and generating cumulative cognitive and emotional effects. They emphasize that researchers and managers should move beyond single-point assessments toward a process-oriented understanding of experience. Regarding the implications for CJM: Since CX is defined as distributed across various stages and touchpoints, managing the customer journey becomes essential to shaping the overall experience. Lemon and Verhoef also advocate for integrated frameworks that connect touchpoint design, firm-controlled stimuli, and customer reactions.

➤ **Verhoef et al. (2009) : Determinants and dynamics of CX**

Verhoef et al. supply the content : what managers must map, measure and change at touchpoints thus informing CJM design and metrics. The researchers propose a systematic framework explaining how Customer Experience (CX) is generated in retail settings. They identify key determinants: such as retail atmosphere, product/service assortment, employee behavior, social interactions with other customers, and prior expectations. This approach demonstrates how these stimuli elicit experiential responses across sensory, cognitive, and affective dimensions. It also highlights the dynamic nature of experience, showing how past encounters influence current reactions, and address implications across multiple channels. Therefore for CJM: the determinants outlined by Verhoef et al. correspond directly to touchpoint-level levers that Customer Journey Management (CJM) must manage, including store layout, employee interactions, digital interfaces, and peer influences. Their focus on dynamics reinforces the need for CJM to consider sequence effects, such as the impact of pre-purchase information on in-store experiences.

➤ **Rosenbaum, Otolara & Ramirez (2017) : CJM as a managerial method & mapping protocol**

Rosenbaum et al. explain how to implement customer journey management (CJM) so that companies can consistently deliver the customer experience (CX) described by Lemon & Verhoef and influenced by the determining factors presented by Verhoef et al. The researchers concentrate on the practical application of CJM, outlining methods to create realistic customer journey maps by incorporating both qualitative and quantitative consumer research. They demonstrate how these maps can evolve into strategic, cross-functional tools that drive service innovation basing to common managerial pitfalls, such as oversimplified maps and lack of empirical support, and proposes a research-informed CJM workflow.

The Implication of this approach for CX: Their practice-oriented CJM methodology brings to life the theoretical concepts of Lemon and Verhoef, as well as the determinants identified by Verhoef et al. By translating these determinants and the sequential structure of customer journeys into concrete action plans, measurable indicators, prioritized pain points, and cross-departmental interventions, the CJM methodology directly contributes to improving the overall customer experience.

IV. Methodology

1. Data collection

To conduct this research, we chose to proceed using a questionnaire randomly distributed to customers of the Liledo Travel agency, which is located at El Biar Algiers. This agency, specializes in tailor-made travel in tourist circuits. This service works on group trips. Here we are talking about the establishment and realization of circuits and not the

development of circuits, because the latter already exist in catalogs produced by Tour Operators each season in partnership with the Liledo Travel agency. Therefore, the service is committed to booking hotels in other cities, restaurants, as well as preparing the accompanying guide's file.

In this study, a statistical survey was carried out using a structured questionnaire with predefined questions to collect responses from participants; these questionnaires were administered online on Instagram sent by email and face to face. In order to analyze the data according to the specific needs of the study, we chose to proceed through a quantitative study.

Our sample represents 45% of the total population, with a specific criterion that each customer has made more than one trip with the agency. This population totals 200 customers, while our sample consists of 90 customers from the Liledo Travel agency. Thus, our sample is representative of a significant portion of the studied population. To evaluate customer journey management and its influence on customer experience, we targeted and contacted more than 120 customers within the agency, but we were only able to obtain 90 usable responses.

2. Questionnaire Structure

The questionnaire begins with a brief introduction that describes the framework of this study, including the theme. It is divided into 3 distinct parts:

- **Part 1:** The first part of the questionnaire, titled "Personal Information," aims to better situate the customer by gathering personal information. This section includes five questions.
- **Part 2:** We seek to understand how customer journey management influences the traveler experience. We have two axes:
 - **Axis 1:** This axis targets customer journey management including 9 questions:
 - a. These questions enhanced personalization of the customer journey and effective management of post-trip customer feedback with 5 questions.
 - b. Four (04) questions focused on technological tools and unified communication throughout the customer journey.
 - **Axis 2:** In this Axis, we target customer experience, whether they are satisfied with their trip or not, including 5 questions.

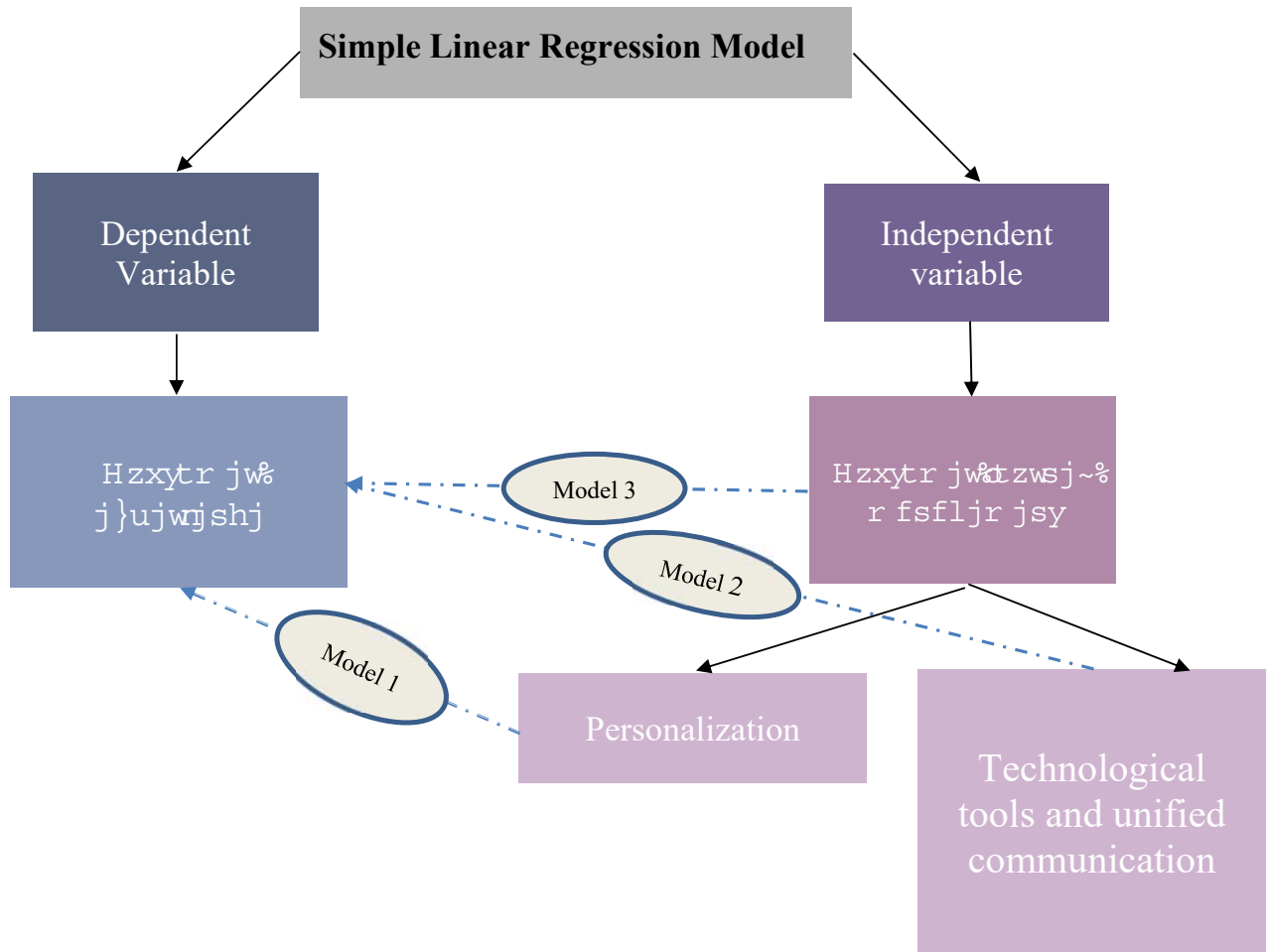
Table 01 : Dimensions of the Studied Variables

Studied variables	Dimensions of the studied variables	Expressions
Independent variable	Customer journey management	
	• Enhanced personalization of the customer journey and effective management of post-trip customer feedback	5 questions 4 questions

	Technological tools and unified communication throughout the customer journey	
Dependent variable	Customer experience	5 questions

Source: Compiled by authors using SPSS software

Figure 1: Conceptual Model of the Regression CJM and CX



Source: Compiled by authors

3. Presentation of the LIKERT Scale:

All the previous statements were answered by the institution's customers according to their level of agreement using the well-known Likert scale, which consists of five levels as shown in the following table:

Table 02 : Likert Scale

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Level	1	2	3	4	5

The source : Established by the authors

To know the most frequent response to each question asked, we must respect the evaluation of the following intervals according to the Likert scale:

Table 03 : The Most Frequent Response According to the Likert Scale

Interval of the Mean	Most Frequent Response
[1 - 1.80]	Strongly Disagree
[1.81 - 2.20]	Disagree
[2.21 - 3.40]	Neutral
[3.41 - 4.20]	Agree
Greater than 4.20	Strongly Agree

Source: Compiled by authors using SPSS software

4. Simple Linear Regression Model

- **Definition:**

A simple linear regression model takes the form:

$$Y = \beta_0 + \beta_1 \cdot X + \varepsilon$$

- o Y : is the dependent variable (Customer Experience).
- o β_0 : the constant of the model
- o β_1 : the attitude coefficient associated with the independent variable
- o X : is the independent variable (Customer Journey Management).
- o ε : is a random error.

- **Objective of Model Choice:**

The choice of linear regression is motivated by the need for simplicity and the ability to answer specific questions about relationships between variables. We want to know if X has an influence on Y and possibly predict Y from X .

- **Hypotheses test:**

Significance of regression, this involves testing the hypotheses:

$$H_0 : \beta_0 = 0 \text{ vs } H_1 : \beta_1 \neq 0.$$

Accepting H_0 implies that there is no linear relationship between X and Y . This means that:

- The relationship between X and Y is not linear.
- The variation in X has little or no effect on the variation in Y .

Conversely, rejecting H_0 implies that the variation in X affects the variation in Y .

V. Results analysis

1. Reliability Test

Before proceeding to the analysis of customer data, we will first present the reliability statistics table. This table shows the results of the Reliability Coefficient (Cronbach's Alpha), which measures the reliability of the variables.

Table (4) : Reliability Statistics

	Number of Items	Alpha Cronbach Coefficient
Total	19	0.933

Source : Developed by the authors using SPSS software

The value of the reliability coefficient is between (0) and (1), with values being acceptable from 0.6. We note that the Alpha Cronbach coefficient is 0.933 (greater than 0.6), indicating that there is a strong correlation between the variables, which allows us to confirm the reliability of our questionnaire.

2. Descriptive Statistics:

2.1. Description of Customer Personal Profile:

- **By Gender:**

Below is the composition of the sample by gender:

Table 05 : Distribution of respondents by gender

Variable	Frequency	Percentage %	Cumulative Percentage
Female	38	42.2%	42.2%
Male	52	57.8%	100%
Total	90	100%	

Source: Developed by the authors using SPSS software

The results of the above table show that there is a higher proportion of men at 57.8% than women at 42.2%. This may indicate that there is a gender difference in the sample of the studied population.

- **By Age:**

Below is the distribution of the surveyed sample by age:

Table (6) : Distribution of respondents by age

Variable	Frequency	Percentage	Cumulative Percentage
Under 18 Years	8	8.9%	8.9%
18-35 Years	31	34.4%	43.3%
35-54 Years	39	43.3%	86.7%
55 Years And Older	12	13.3%	100%
Total	90	100%	

Source: Compiled by authors using SPSS software

According to the data, we note that the most represented age group in the sample is that of people aged between 35 and 54 years, with a proportion of 43.3%. The least represented age group is that of people under 18 years, with a proportion of only 8.9%. In second position, we have the 18-35 age group with 34.4%, and in the second-to-last position, the age group of 55 years and older represented, but with a relatively low proportion of 13.3%.

- **By Education Level:**

Below is the distribution of the surveyed sample by education level:

Table 07 : Distribution of respondents by education level

Variable	Frequency	Percentage	Cumulative Percentage
Primary Level	1	1.1%	1.2%
High School Level	10	11.1%	13.1%
University Level	57	63.3%	75%
Doctorate Or Higher	22	24.4%	100%
Total	90	100%	

Source: Compiled by authors using SPSS software

The results indicate that the vast majority of study participants have a university level education, with a proportion of 63.3%. A small percentage of participants indicated having a

primary level education at 1.1%, while 11.1% have a high school level, and 24.4% have a doctorate or higher.

- **By Preferred Type of Travel:**

Below is the distribution of the surveyed sample by preferred types of travel:

Table (8) : Distribution of respondents by preferred types of travel

Variable	Frequency	Percentage	Cumulative Percentage
Business Travel	10	11.1%	11.1%
Leisure Travel	31	34.4%	45.6%
Family Travel	14	15.6%	61.1%
Adventure Travel	35	38.9%	100%
Total	90	100%	

Source: Compiled by authors using SPSS software

The results show that participants prefer adventure travel at 38.9%; immediately followed by leisure travel with a proportion of 34.4%; in 3rd position, we have a percentage of 15.6% for family travel, and lastly, with a low proportion of 11.1% for business travel.

- **By Discovery of the Travel Agency:**

Below is the distribution of the surveyed sample by how they discovered the travel agency:

Table (9) : By discovery of the travel agency

Variable	Frequency	Percentage	Cumulative Percentage
Recommendation From Friends/Family	44	48.9%	47.6%
On The Internet/Our Website	25	27.8%	75.0%
Social Networks	11	12.2%	88.1%
Professional Exhibition/Conference	10	11.1%	100%
Total	90	100%	

Source: Compiled by authors using SPSS software

According to the results above, the majority of participants discover the agency through recommendations from friends/family at 48.9%, followed by a proportion of 24.7% through the internet/website, then 12.2% through social networks, and lastly, 11.1% at professional exhibitions/conferences.

2.2. Description of Axis 1: Customer Journey

- **Customer Journey Personalization:**

Table n°10 below presents the results of the different propositions from participants who expressed their degree of agreement or disagreement with various propositions concerning customer journey personalization. The average of responses for each proposition indicates the average degree of agreement or adherence of participants to each proposition. The mean values range from 4.07 to 4.19, indicating a high degree of overall agreement with the statements.

The standard deviation measures the dispersion of responses around the mean for each proposition. The standard deviation values range from 1.022 to 1.048, suggesting that the responses were relatively consistent and not widely dispersed.

Examining the results, it is clear that respondents showed a strong degree of agreement with all evaluated propositions, as the value of all arithmetic means belongs to the interval [3.41 ; 4.20] according to the LIKERT scale. Moreover, the order indicates the ranking of propositions based on their mean. Propositions are ranked from highest to lowest, which allows visualization of the priorities given by participants. According to the table results, responses to question number 1 (Q1) are ranked in first position in terms of degree of agreement (importance).

In summary, the evaluation results indicate that participants consider these propositions important and that they generally agree with them, highlighting the importance of customer journey personalization.

Table 10 : Description of responses to customer journey personalization

Question	Mean	Standard Deviation	Order	Most Frequent Response
Q1: Did you receive advice or recommendations from our agency during your trip?	4.07	1.026	5	Agree
Q2: Did you find that the recommendations for destinations or accommodations from our agency corresponded to your travel preferences and interests?	4.08	1.030	4	Agree
Q3: How did you find the payment options offered by our agency - were they adapted to your preferences and needs?	4.11	1.022	3	Agree

Q4: Did you find that our agency personalized your customer journey according to your needs and preferences?	4.12	1.026	2	Agree
Q5: How do you perceive the management of post-trip customer feedback by our agency?	4.19	1.048	1	Agree
Total	4.114	1.030		Agree

Source: Compiled by authors using SPSS software

- **Technological Tools and Unified Communication:**

Table 11: Description of responses to Technological Tools and Unified Communication

Question	Mean	Standard Deviation	Order	Most Frequent Response
Q1: To what extent did you find our presence on social networks useful for obtaining information about our travel offers?	2.72	1.161	4	Neutral
Q2: How did you find the fluidity when navigating the website?	3.96	1.038	3	Agree
Q3: To what extent did you find unified communication throughout your customer journey, from booking to return?	3.98	1.038	2	Agree
Q4: To what extent are you satisfied with the time needed to complete your reservation, from initial search to confirmation?	4.00	1.017	1	Agree
Total	3.66	1.063		Agree

Source: Compiled by authors using SPSS software

2.3. Description of Axis 2: Customer Experience

Table 12 : Description of responses to Customer Experience

Question	Means	Standard Deviations	Order	Most Frequent Response
Q1: How do you evaluate staff interactions in terms of friendliness and professionalism?	4.04	1.070	4	Agree

Q2: Are you satisfied with the value for money of our travel offers/packages?	3.96	0.993	5	Agree
Q3: To what extent are you satisfied with how our customer service team handled problems or concerns you encountered during your stay?	4.06	1.032	3	Agree
Q4: How do you evaluate your level of satisfaction after your last trip with the agency?	4.11	0.988	1	Agree
Q5: Would you recommend our agency to someone you know?	4.08	1.052	2	Agree
Total	4.05	1.027		Agree

Source : Developed by ourselves using SPSS software

3. ANOVA test (global)

Table 13 : ANOVA test results (global questionnaire)

	Sum of squares	ddl	Average squares	F	Sig.
Intergroup	83,065	35	2,373	41,350	0,000
Intragroup	3,099	54	,057		
Total	86,165	89			

Source: Compiled by authors using SPSS software

The independent variable (Customer Experience) significantly influences the dependent variable (Customer Journey). The F-value (41.350) indicates a strong ratio between the variance explained by Customer Experience and the unexplained variance within groups. The p-value (Sig. = 0.000) is far below the 0.05 threshold, meaning the relationship is statistically significant.

The variations in customer experience lead to meaningful differences in how customers progress through their journey. In other words, improving or changing the customer experience significantly shapes the nature and quality of the customer journey.

4. Testing the validity of Hypotheses:

Hypothesis verification follows the following principle:

- **Accept the alternative hypothesis:** if the significance threshold is less than (0.05)
- **Reject the alternative hypothesis:** if the significance threshold is greater than (0.05)

To better address the concerns raised, we relied on the following hypotheses:

4.1 Testing the First Sub-Hypothesis:

- H_1 : Customer journey personalization influences customer experience.
- H_2 : Customer journey personalization has no influence on customer experience.

Table 14 : ANOVA Test Results (model 1)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	58.356	1	58.356	184.669	0.000
Residuals	27.808	88	0.316		
Total	86.165	89			

Source : Developed by the authors using SPSS software

In table 14, the analysis of variance (ANOVA) shows that the regression model is significant ($p < 0.001$). This indicates that there is a significant relationship between the independent variable (Customer journey personalization) and the dependent variable (customer experience).

Table 15 : Simple Linear Regression Results (model 1)

Model	Unstandardized Coefficient		Standardized Coefficient	t	sig
	B	Standard Error	Beta		
Constant	0.590	0.261	0.823	2.257	0.027
Customer Journey Personalization	0.841	0.062		13.589	0.000

Source: Developed by the authors using SPSS software

According to table 15, the unstandardized coefficient for the variable "Customer Journey Personalization" is 0.841, meaning that a one-unit increase in customer journey personalization is associated with a 0.841 unit increase in customer experience. The standardized coefficient (Beta) is 0.823, indicating that customer journey personalization has a significant impact on customer experience.

The probability value (Sig) which is equal to 0.000 is less than the significance threshold of 0.05; therefore, we reject the null hypothesis H_0 "customer journey personalization has no influence on customer experience" and accept the alternative hypothesis H_1 which states: "Customer journey personalization influences customer experience." This proves that

enhanced personalization of the customer journey will lead to improved overall customer experience at the LILED0 travel agency.

Table 16 : Coefficients of Determination and Correlation (model 1)

Model	R	R-square	Adjusted R-square	Standard Error of the Estimate
1	0.823	0.677	0.674	0.56214

Source : Developed by the authors using SPSS software

We can observe the quality measures of the linear regression model. The coefficient of determination R^2 is 0.677, meaning that 67.7% of the variation in customer experience with respect to customer journey personalization, can be explained by the linear regression model. The remaining percentage is due to other factors not included in the estimated model. It is also evident from the above table that the correlation coefficient between the explanatory variable and the explained (dependent) variable is estimated at 0.823, indicating that there is a strong positive correlation between them.

In summary, the results of the linear regression (model 1) confirm the hypothesis that customer journey personalization influences customer experience. It is significantly associated with customer satisfaction, explaining approximately 67.7% of the observed variation. Moreover, the strong positive correlation confirms that customer journey personalization is an important factor in influencing customer experience.

4.2 Testing the Second Sub-Hypothesis:

- H_2 : Technological tools and unified communication have an influence on customer experience.
- H_0 : Technological tools and unified communication have no influence on customer experience.

Table 17 : ANOVA Test Results (model 2)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	65.657	1	65.657	281.735	0.000
Residuals	20.508	88	0.233		
Total	86.165	89			

Source : Developed by ourselves using SPSS software

The analysis of variance (ANOVA) shows that the regression model is significant ($p < 0.001$). This indicates that there is a significant relationship between the independent variable (technological tools and unified communication) and the dependent variable (customer experience).

Table 18: Simple Linear Regression Results (model 2)

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Standard Error	Beta		
Constant	0.591	0.212		2.787	0.007
Technological tools and unified communication	0.943	0.56	0.873	16.785	0.000

Source : Developed by the authors using SPSS software

The unstandardized coefficient for the variable "technological tools and unified communication" is 0.943, meaning that a one-unit increase in technological tools and unified communication is associated with a 0.943 unit increase in customer experience. The standardized coefficient (Beta) is 0.873, indicating that technological tools and unified communication have a significant impact on customer experience, which is also proven by the probability Sig (0.000) being less than 5%. In this case, we reject the null hypothesis H_0 "technological tools and unified communication have no influence on customer experience" and accept the alternative hypothesis H_2 : "technological tools and unified communication have an influence on customer experience."

Table 19 : Coefficient of Determination and Correlation (model 2)

Model	R	R-square	Adjusted R-square	Standard Error of the Estimate
2	0.873	0.762	0.759	0.48275

The source : Developed by the authors using SPSS software

The coefficient of determination R^2 is 0.762, meaning that 76.2% of the variation in customer experience with respect to the reliability of technological tools and unified communication can be explained by model 2 of linear regression. The remaining percentage is due to other factors. Furthermore, the correlation coefficient is equal to 0.873, implying the existence of a strong positive correlation between the use of technological tools and unified communication (independent variable) and customer experience (dependent variable).

In summary, the results of the linear regression (model 2) confirm the hypothesis that technological tools and unified communication influence customer experience, explaining

approximately 76.2% of the observed variation. These results suggest that technological tools and unified communication are important factors in influencing customer experience.

4.3 Testing the Main Hypothesis:

- **H_1M (main):** Customer journey management has an influence on customer experience
- **H_0M (null):** Customer journey management has no influence on customer experience

Table 20: ANOVA Test Results (model 3)

Model (3)	Sum of Squares	df	Mean Square	F	Sig
Regression	79.272	1	79.272	1012.153	0.000
Residuals	6.892	88	0.78		
Total	86.165	89			

Source : Developed by the authors using SPSS software

The analysis of variance (ANOVA) shows that the regression model is significant ($p < 0.001$). This indicates that there is a significant relationship between the independent variable (Customer Journey Management) and the dependent variable (customer experience).

Table 21: Simple Linear Regression Results (model 3)

Model (3)	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Standard Error	Beta		
Constant	-1.15	1.34		-0.854	0.396
CJM	1.051	0.33	0.959	31.814	0.000

Source : Developed by the authors using SPSS software

According to table 21, the unstandardized coefficient for the variable "customer journey management" is 1.051, meaning that a one-unit increase in Customer Journey Management is associated with a 1.051 unit increase in customer experience, that is, there is a proportional positive impact going from our exogenous (independent) variable to the endogenous (dependent) variable. The standardized coefficient (Beta) is 0.959, indicating that Customer Journey Management has a significant impact on customer experience. This is also confirmed by the probability Sig (0.000) which is below the significance threshold of 0.05.

In this regard, we accept the main hypothesis H_{1M} which states: "Customer journey management has an influence on customer experience," and reject the null hypothesis H_{0M} (null): "Customer journey management has no influence on customer experience."

Table 22: Coefficient of Determination and Correlation (model 3)

Model	R	R-square	Adjusted R-square	Standard Error of the Estimate
3	0.959	0.920	0.919	0.27986

Source : Developed by the authors using SPSS software

In Table 22, we can observe the quality measures of the linear regression model. The coefficient of determination R^2 is 0.920, meaning that 92% of the variation in customer experience with respect to customer journey management can be explained by model 3 of linear regression. The remaining percentage (8%) is due to other factors that do not belong to model 3. Furthermore, there is a very strong positive correlation between CJM and customer experience, whereby any increase in the independent variable (CJM) also increases the independent variable (customer experience). These results confirm those of the simple linear regression estimation in table...

- In summary, the linear regression results confirm the hypothesis that customer journey management influences customer experience. These results suggest that customer journey management is an important factor in influencing customer experience.

VI. Managerial Implications

The results of this study offer several concrete courses of action for travel agency managers wishing to improve the customer experience through effective customer journey management (CJM).

Firstly, increasing personalization of the customer journey will lead to improvement of their experience in travel agency proves to be a key factor in positive customer experiences. Managers should therefore invest in collecting and analyzing customer data (preferences, behaviors, previous purchases) to design personalized touchpoints at each stage of the journey, from inspiration to booking, and through post-travel follow-up. Tailored recommendations, personalized itineraries, and individualized communication can strengthen emotional engagement and perceived value, leading to greater satisfaction and loyalty.

Secondly, the integration of technological tools and unified communication systems is crucial to ensuring a smooth, consistent, and seamless customer journey. Travel agencies should implement CRM platforms, omnichannel communication interfaces, and AI-based support tools that connect online and offline touchpoints. A unified communication system minimizes information gaps and frustration, allowing customers to easily transition

between digital and human interactions a critical factor in the tourism sector where service interactions often occur across multiple channels.

Finally, tourism industry leaders must recognize that technology and personalization are complementary: technology enables personalization at scale, while personalization gives technology a human and relational value. The optimal strategy involves finding the right balance between automation and empathy, ensuring that digital tools enhance rather than replace the emotional dimension of the customer experience.

VII. Discussion

The results of our study indicate that customer journey management (CJM) has a positive and significant impact on customer experience (CX). This finding is consistent with previous research that emphasizes the strategic role of CJM in shaping customer perceptions and emotions throughout their interactions with a company. According to Verhoef et al. (2009) and Lemon and Verhoef (2016), effective customer journey management by integrating touchpoints, ensuring consistency across different channels, and personalizing experiences improves overall customer satisfaction and engagement. Similarly, Rosenbaum et al. (2017) highlight that customer journey mapping, based on data and research, contributes to more relevant and emotionally impactful experiences. Therefore, our results reinforce the idea that CJM is a key management practice that fosters the creation of superior customer experiences by aligning organizational processes with customer expectations and behaviors.

However, our result does not entirely align with several studies conducted in the context of tourism. For example, the study “Customer experience in the tourism industry : Determinants influencing complaint behaviour” by Jevtić et al. (2020) focused on tourism and showed that customer experience strongly depends on determinants of complaint behavior (such as service failures, complaint management) rather than solely on customer journey management practices.

Similarly, the bibliometric and thematic analysis (Aarabe et al., 2025) suggests that, although customer experience management is essential in tourism, the literature highlights numerous moderating factors such as: authenticity, contextual factors, service environment, and does not present a direct and strong causal link between customer journey management and experience in all contexts. Likewise, the study “Service Experience on Tourism: A Customer Journey View” (2022) argues that the “journey” in tourism must integrate the phases before, during, and after the customer encounter and that the results of the experience depend on multiple touchpoints and service contexts, meaning that customer journey management alone does not necessarily guarantee an improvement in experience in the tourism sector.

These discrepancies suggest that, in the tourism sector, the relationship between customer journey management and experience is more complex ; perhaps moderated by sector-specific factors (destination, type of tourism, service environment) or by the degree of coordination of organizations across the different phases and touchpoints. Thus, our positive result may be valid in our context (Travel Agency Liledo), but future research (and

tourism sector managers) should exercise caution when generalizing it without taking these moderating influences into account.

VIII. Conclusion

After conducting our research and interviewing Liledo Travel agency customers, we were able to answer the research questions thanks to the results obtained. We were able to confirm our sub-hypothesis and the main hypothesis using the simple linear regression method, which demonstrates that our customer journey management affects customer experience positively and significantly. The analysis of these results allowed us to confirm our hypothesis that customer journey management has a significant influence on customer experience. Moreover, the statistical results revealed a high correlation between customer journey management and customer experience.

This study has highlighted the importance of customer journey management and its influence on customer experience in travel agencies. Therefore, it is necessary to study the changing needs and expectations of their customers in order to satisfy them. First, they must personalize their customer journeys, and second, they must use efficient technological tools as well as unified communication throughout the customer journey to best improve their customers' experience.

Travel agencies that successfully master this management advantageously position themselves in a competitive market by retaining their clientele and attracting new customers through positive recommendations and testimonials of satisfaction. This study can serve as a framework for Algerian travel agencies to implement AI-driven personalization tools and omni-channel communication strategies to enhance the overall customer experience.

The development of unforgettable experiences represents a fundamental element within the tourism industry. According to Taheri et al. (2021), crafting customer pathways that emphasize interactivity and emotional engagement significantly enhances both client satisfaction and brand loyalty. Consequently, it is recommended to integrate narrative elements (storytelling) and customized touchpoint interactions to cultivate stronger emotional bonds between customers and service providers.

Incorporating technologies such as AI and virtual assistants can enhance customer experience through real-time assistance and recommendations based on personal taste Barandoni et al. (2024). In order to render customer interactions more efficient and offer innovative solutions that respond to evolving customer experiences.

IX. Limitations and future research perspectives

The present research has certain limitations that deserve to be taken into consideration and that indicate potential avenues for future researches. Firstly, the limited sample size (90). Moreover, the study relied on only one agency (Liledo Travel) there is a need to expand the sample and compare different agencies in future studies. Then, the customer journey management variable was explained by two variables (personalization and technological tools & unified communication), while other factors related to customer journey management also exist, such as interfunctional coordination and service culture, managing expectations (the

company's ability to clarify the steps of the process influences customer satisfaction and the perception of the experience) also environmental and external factors. Finally, in the empirical part of this paper the simple regression was applied to test the validity of hypotheses, although in the perspectives researches it is recommended to use more advanced models like: factor analysis / SEM (Structural Equation Modeling) or cluster analysis.

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