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Impact of Strategic Adaptation Practices on Revisit Intentions: Mediating Role of Tourist Attractiveness towards International Hotel Chains in Sri Lanka

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Abstract

This study explores the direct impact of strategic adaptation practices on revisit intention and the mediating role of tourist attractiveness in this relationship. A quantitative approach was adopted using a self-administered questionnaire. Purposive sampling targeted 384 local and foreign tourists in Colombo, yielding a valid response rate of 78.13%. Data were analysed using PLS-SEM through SmartPLS. The population is local and foreign tourists who revisit the international hotel chains in the Colombo District. Results revealed a direct, significant positive relationship between strategic adaptation and revisit intention ($\beta = 0.124$, $p < 0.01$) and a strong effect on tourist attractiveness ($\beta = 0.577$). Tourist attractiveness also had a robust positive influence on revisit intention ($\beta = 0.872$) and fully mediated the adaptation-revisit relationship. Demographic analysis identified middle-aged, married, and educated tourists primarily from the UK, Germany, India, and China as key market segments. These groups showed high levels of loyalty and engagement through social media, feedback, and loyalty programs. The study provides insights for DMCs, hoteliers, and government agencies. Hotels should focus on cultural adaptation, emotional engagement, technology, and sustainability. Governments should support policies for international investment and strategic adoption. Future studies should use longitudinal methods to assess the long-term impacts of adaptation.

Keywords: Strategic Adaptation Practices (SAP), Tourists' Attractiveness (TA), Revisit Intention (RI), International Hotel Chains (IHC)

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INTRODUCTION

Tourism and hospitality have become the backbone of every economy, generating income for economic development and supporting the corporate sector in mitigating socio-economic catastrophes (Ionel, 2016). Countries like France, Mexico, Spain, Turkey, and Italy are the leading countries in the hospitality and tourism industry (Shaheen et al., 2019) which use different strategies to attract customers and increase customer revisit intention in different geographic locations adopting strategic practices in different aspects including technology, cultural, social and sustainability to cater the authenticity rather the facility (Khairi & Darmawan, 2021). International hotels adopt local cultures (Khairi & Darmawan, 2021), technological adaptation (Cai, Richter, & McKenna, 2019), marketing strategies and sustainable practices to thrive in the market (Aall, 2014) (Danylyshyn et al., 2021). Most countries aim to deliver excellent service to clients to ensure repeat business, as acquiring new customers is more costly than retaining existing ones. As a result, the customer's intention to revisit selected hotels in the international chain increased (Quintal & Polczynski, 2010). In the practical scenario without the customer-attractiveness strategy, the tourism and hospitality industry cannot develop and survive in the market. Thus, customer attractiveness strategies become a key focus area for generating more revenue for the business (La Rocca, Caruana, & Snehota, 2012). Most of the studies highlighted the importance of customer attractiveness to the tourism and hospitality industry (Blazeska, Milenkovski, & Gramatnikovski, 2015). However, limited discussion was devoted to identifying how strategic adaptation strategies drive a revisit to intention and tourist attractiveness in the volatile, uncertain, competitive, and ambiguous industry context or market.

Sri Lanka is one of the leading hospitality and tourism destinations globally, with an increasing number of investment flows from international hotel chains into the country (Kamble & Bouchon, 2014). Hospitality is a key

component of Sri Lanka's culture and plays a huge role in the country's tourism sector and economy (Embuldeniya & Rajapaksha, 2015). From resort hotels, city hotels, boutique hotels, and homestays to camping sites and restaurants, focus on serving local authenticity with a wide variety of hospitality options (Hospitality Industry in Sri Lanka Market Size & Share Analysis - Industry Research Report - Growth Trends, 2021) Kaluthanthri & Edirisinghe, (2016) study further highlight a high proportion of international hotel chains can be identified in Colombo district compare to other cities in Sri Lanka. Currently, international hotel chains are gradually expanding into rural cities as well. Moreover, most customers stayed at international hotels in Colombo during their stays (Konarasinghe, 2017). The hospitality market share analysis 2023-2028 shows that the Cinnamon, Marriott, Intercontinental, Shangri-La, and Amaya hotel chains are major players, as indicated in Figure 1.

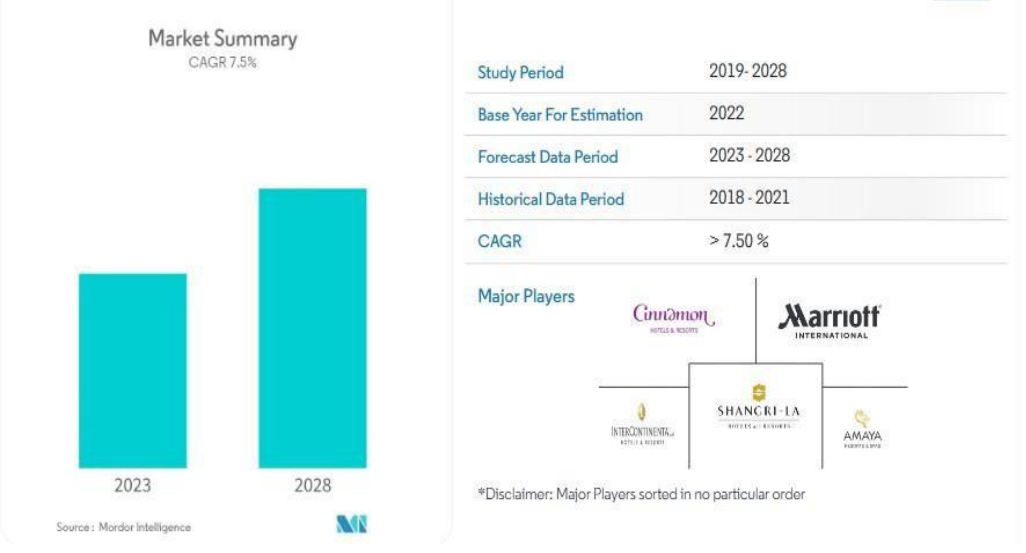

Figure 1: Market Analysis of International & Local Hotel Chains in Sri Lanka
Source: Market Size & Share Analysis - Industry Research Report - Growth Trends (2021)

However, each international hotel chain has adopted different strategies to encourage repeat visits by tourists (M. Raza, Siddiquei, Awan, & Syed Khuram, 2012). There is some research on international hotel chains in Sri

Lanka, and most of it focuses only on customer revisit (Guruge & Silva, 2020). However, there is less research on the impact of international hotel chains on tourists' revisit intention in Colombo, particularly regarding customer attractiveness. That is the main reason to select the Colombo area as the research background area.

In the past few years, Sri Lanka has faced many problems, including the Easter attack, the COVID-19 pandemic, and the economic crisis, which have hindered the growth of the tourism industry (Gnanapala & Arachchi, 2020). The Sri Lankan tourism experts wanted to boost the tourism industry (Ranasinghe, Danthanarayana, Ranaweera, & Idroos, 2020). The country has used the #revisit and #visitSriLanka hashtags to promote the tourism industry by encouraging tourists to revisit (Abesinghe, Kankanamge, Yigitcanlar, & Pancholi, 2023). This study seeks to emphasise the impact of international hotel chains' strategic adaptation practices (SAP) on revisit intention (RI) through tourist attractiveness (TA) in Colombo District, Sri Lanka. There is a need for research on TA through SAP in international hotel chains, as TA leads to service providers' growth and strengthens destination competitiveness (Guruge & Silva, 2020). The following objectives are addressed in this study through a quantitative approach;

1. To identify the impact of Strategic Adaptation Practices on Revisit Intention of tourists visiting international hotel chains in Colombo District, Sri Lanka.
2. To identify the mediator impact of Tourists' Attractiveness on the relationship between Strategic Adaptation Practices and Revisit Intention of tourists visiting international hotel chains in Colombo District, Sri Lanka.

LITERATURE REVIEW

International Hotel Chains (IHC)

International hotel chains, defined as horizontal alliances of hotels under a common brand, are major actors in the global hospitality industry. International hotel chains operate in more than a single country. International hotel chains use various strategies to attract and retain customers. International hotel chains earn more revenue through their hotel network expansion, cultural adaptation, and strategic practices (Gregoric, Blinova, & Pomper, 2019). Furthermore, additional factors affect international hotel chains' adaptation to the area (Khunon & Muangasame, 2013). The interior design of a hotel is a more critical factor in TA and customer retention (Shinegi & Widjaja, 2022).

Strategic Adaptation Practices (SAP)

In any industry, SAP plays a crucial role. Thus, the hospitality industry employs many adaptation strategies to attract customers and increase the likelihood of repeat visits. It causes the development of the tourism industry. (Hoogendoorn & Fitchett, 2018). Strategies can vary from region to region or hotel to hotel. SAP is related to marketing, local culture, technological adaptation, and following sustainable practices; these are critical implications for businesses (Blengini & Heo, 2020) (Davronov & Ismatillayeva, 2019). Recently, international hotel chains have adopted trending strategies, such as the use of artificial intelligence in their day-to-day operations and adherence to sustainability principles (Lukanova & Ilieva, 2019; Mbasera, Du Plessis, Saayman, & Kruger, 2016). Furthermore, adapting to the local culture of the operating country, aligned with TA, is one of the most popular strategies used by the international hospitality industry (Alegre & Cladera, 2006).

Revisit Intention (RI)

The hotels strive to acquire more repeat customers than attract new customers, as it incurs higher costs than the revenue generated from repeat customers (M. A. Raza, Siddiquei, Awan, & Bukhari, 2012). Past research

applied revisit-intention strategies to hotels in the UAE context and identified key factors affecting revisit intention towards international hotels. Some factors align with amenities and green practices due to the emergence of sustainable travel behaviour and the tech-savvy tourist market (Kim, Li, Han, & Kim, 2017). Recent research noted that Generation Y's revisit intention toward hotels is influenced by the post-pandemic travel situation and travel behaviours (Sharipudin, Cheung, de Oliveira, & Sólyom, 2021). Modern technologies such as advanced, user-friendly hotel websites, blogs, and updated booking engines affect tourists' revisit intention (Abdullah, Jayaraman, & Kamal, 2016). Revisit intention, within the context of hotel chains, refers to the probability that a guest will return to a specific establishment for subsequent stays. Customer happiness depends on several factors, including perceived pricing, meal quality, and service quality.

Tourist Attractiveness (TA)

Tourists' attractiveness refers to the deliberate, strategic measures firms take to attract and retain clients, cultivating relationships that extend beyond mere transactional exchanges. Customer attractiveness is enhanced by cultivating key aspects such as customer experience value, brand loyalty, and emotional connections. These factors are crucial in shaping a business's perception and significantly impact establishing and maintaining long-term customer relationships (Konuk, 2019). Without TA, the industry cannot go ahead as it defines market growth, risk, psychological, technological, economic, social, and output factors (Huttinger et al., 2012). Furthermore, studies in the hospitality sector use the above indicators to measure TA and focus on practical adaptations.

Hypothesis Development and Conceptual Framework

H_1- There is a significant impact of SAP on RI

International hotel chains in Sri Lanka must adopt a core approach of embracing the rich and diverse local culture. Hotels create a genuine ambience

that resonates with visitors by incorporating traditional traditions, cultural features, and values into the guest experience. Implementing this method not only improves the hotel's cultural sensitivity but also strengthens the bond with guests, positively impacting their likelihood of returning. (J. Ahn & Kwon, 2020). Efficiently incorporating technology is also a crucial practice for hotels to adapt and thrive. Technology improves operational efficiency and client happiness by providing seamless online booking experiences and in-room smart amenities. This adaptation technique enhances the contemporary and effective experience, hence increasing the probability of guests returning (Konuk, 2019). Adapting marketing techniques to match customers' preferences and expectations is a crucial approach that influences revisit intentions by creating a uniform, attractive brand image. A hotel chain that effectively conveys its unique attributes and demonstrates its dedication to enhancing guest experiences through strategic marketing is more inclined to attract recurring clientele (Konuk, 2019). Furthermore, sustainable practices are essential for international hotel chains in Sri Lanka. Hotels can align with the growing trend of conscious travel by implementing eco-friendly initiatives, community engagement programs, and responsible tourism practices. This adaptation technique not only enhances environmental and social well-being but also attracts travellers seeking sustainable alternatives (R. K. Bagla & Sancheti; Vivek, 2018). Contemporary sustainability influences guests' opinions and increases the likelihood of their return, particularly among individuals who prioritise ethical and responsible travel (Y. Kim, Ribeiro, & Li, 2022).

H_2 - There is a significant impact of SAP on TA

Adaptation methods are crucial for assessing the appeal of businesses to their intended customers and significantly influence how enterprises are perceived by their target audience (Hoogendoorn & Fitchett, 2018). Companies boost their attractiveness to clients by adjusting to the constantly evolving market dynamics, cultural subtleties, and technical developments (La Rocca et

al., 2012b). Technological adaptation also helps to increase customer attractiveness. In the modern world, all industries use technology. As a result, the hospitality industry also employs technological adaptations to enhance customer attractiveness, such as online booking systems, artificial intelligence, and more (Pulles et al., 2016). Marketing strategies are also useful for customer attractiveness. Using psychological pricing and other pricing strategies, social media engagement, and many more cause customer attractiveness (De Pelsmacker, Van Tilburg, & Holthof, 2018). Sustainability practices enhance customer attractiveness as the trend toward sustainability grows. Tourists want to experience the concepts in hotels. Hotels use this concept as an attractiveness strategy (Olya, Altinay, Farmaki, Kenebayeva, & Gursoy, 2021). Companies that customise their products, services, and marketing strategies to match clients' preferences and cultural sensitivities establish a more appealing, relatable brand. Adaptability enables a firm to prioritise client needs, be proactive, and innovate, resulting in favourable perceptions that enhance overall consumer appeal. Hence, past literature suggests evidence that SAP has a significant impact on TA.

H_3 - There is a significant impact of TA on RI.

The level of consumer appeal is directly proportional to the probability that customers will return for subsequent interactions. When a corporation effectively employs adaptation techniques, adds value to its offerings, delivers excellent customer experiences, and establishes good brand connections, it improves its overall appeal (Guruge & Silva, 2020). Without a proper customer-attractiveness strategy, there is no intention to revisit. IHC uses customer-attractiveness strategies such as customer experience value, brand loyalty, and others. If hotels properly follow those strategies, then customers are satisfied and caused to revisit hotels (Quintal & Polczynski, 2010)(Abdulla et al., 2019). Those strategies are local culture adaptation, technological integration, marketing strategies, and sustainable practices. The positive image received in

return has a major impact on the intention to revisit. Contented and allured clients are more inclined to cultivate loyalty, confidence, and a willingness to sustain their affiliation with the enterprise. Hence, the correlation between the TA and their intention to revisit is favourable, as the experience and impressions fostered by proficient adaptation tactics are favourable.

H_4 – There is a mediator impact of TA on the relationship between SAP and RI

International hotel chains use adaptation strategies to attract repeat tourists and maximise revenue. However, without proper TA, the hotel should put enormous effort into creating the right environment for RI and the organisation's overall sustainable growth (Huttinger et al., 2012). In this hypothesis, TA plays a mediating role, serving as a tool that integrates SAP and RI to demonstrate overall synergy. There are numerous strategies adopted in past research to develop international hotel chains, including brand loyalty and emotional connections. Considering these factors, tourists are delighted and, in return, help build the establishment's reputation, as customer reviews are a key tool in the hospitality industry, alongside the effort invested in publicity (La Rocca et al., 2012). This customer attractiveness builds a relationship between adaptation strategies and revisit intention, as indicated in Figure 2.

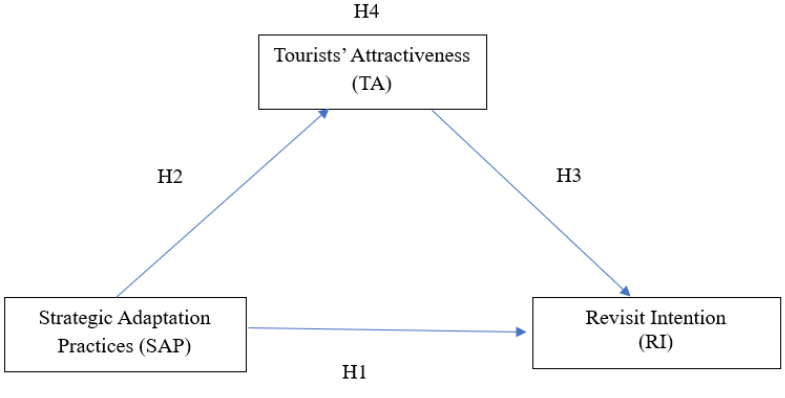

Figure 2: Conceptual Framework
Source: Authors' own

RESEARCH METHODOLOGY

A research design is a methodical, well-organised procedure used by a researcher to conduct a scientific study. It is a comprehensive coexistence of already identified elements and any other relevant information or data that leads to a reasonable result (Myers, Well, & Lorch Jr., 2013). This study employs a quantitative approach to quantify the findings using Structural Equation Modelling (SEM) with Smart PLS software to identify the impact of Strategic Adaptation Practices (SAP) on Revisit Intentions (RI), with the mediating effect of Tourist Attractiveness (TA) in the context of international hotel chains in the Colombo District of Sri Lanka. Additionally, SPSS software is used for analysing descriptive statistics and demographic data.

The population of this study consists of local and foreign tourists who visit international hotel chains in the Colombo District of Sri Lanka. The study employs a sample size of 384 respondents, as determined by Krejcie and Morgan's (1970) table, which recommends this sample size for a population of approximately 100,000 tourists. This ensures a 95% confidence level with a 5% margin of error, allowing the findings to be generalised to the larger population of local and foreign tourists in the Colombo District. This study adopts convenience sampling, a type of non-probability sampling in which participants are selected based on their availability and accessibility rather than being randomly chosen from the entire population (Sharma, 2017). The primary focus is on tourists who have revisited international hotel chains in the Colombo District.

This research relies primarily on primary data collected through a self-administered structured questionnaire. The questionnaire is designed to measure variables using a Five-Point Likert Scale, ranging from Strongly Disagree (1) to Strongly Agree (5), based on respondents' subjective perceptions. The collected data are analysed using SmartPLS software for Structural Equation Modelling (SEM) to test the research hypotheses and

evaluate the relationships among variables. Additionally, SPSS software is used for descriptive statistics and demographic analysis to provide a clear understanding of the respondent profile and general trends in the data.

FINDINGS AND DISCUSSION

Demographic Factor Analysis

Understanding the sample's demographic composition is essential for interpreting tourist behaviour and preferences in relation to strategic adaptation practices and revisit intentions. The survey targeted domestic and international respondents who have experienced international hotel chains in Colombo, Sri Lanka. A total of 384 questionnaires were distributed using non-probability convenience sampling. Of these, 300 respondents returned completed questionnaires, yielding a response rate of 78.13%.

Table 1: Demographic Analysis Results

Factor	Category	Frequency	Percentage (%)
Age	18 and below	18	6.0%
	25 – 34	89	29.7%
	35 – 44	103	34.3%
	45 – 54	81	27.0%
	55 and above	9	3.0%
Gender	Male	161	53.7%
	Female	125	41.7%
	Other	14	4.7%
Country	United Kingdom	113	37.7%
	Germany	42	14.0%
	China	37	12.3%
	India	37	12.3%
	Russia	27	9.0%
	Other	27	9.0%
	Sri Lanka	17	5.7%
Marital Status	Married	229	76.3%
	Unmarried	57	19.0%
	Other	14	4.7%

Education Level	Graduate	78	26.0%
	Other Professional Qualifications	106	35.3%
	Undergraduate	115	38.3%
	Up to G.C.E. O/L	1	0.3%
Visit Frequency to International Hotel Chains	Yearly	78	26.0%
	Once a month	14	4.7%
	A few times a month	182	60.7%
	Once a week	13	4.3%
	A few times a week	13	4.3%
Reasons for Revisitation to International Hotel Chains	Foods	104	34.7%
	Service	63	21.0%
	Affordability	57	19.0%
	Convenience	29	9.7%
	Socializing	28	9.3%
	Other	19	6.3%
Key Factors for Hotel Selection	Price	132	44.0%
	Location	54	18.0%
	Food Quality	30	10.0%
	All others (each)	14	4.7%
Participate in Loyalty Programs	Yes	279	93.0%
	No	21	7.0%
Engagement with Hotel social media Pages	Yes	247	82.3%
	No	53	17.7%
Tendency to Share Feedback or Reviews	Yes	283	94.3%
	No	17	5.7%

Source: Authors' own

The age-wise analysis revealed that the highest proportion of respondents (34.3%) was in the 25–34 age group, followed by 29.7% in the 35–44 age group, and 27% in the 45–54 age group. Younger participants aged 18 and below comprised 6%, while those aged 55 and above accounted for the smallest segment at 3%. This indicates that the majority of hotel visitors fall within the productive middle-aged groups, suggesting strategic adaptations may be better targeted toward this demographic. Most tourists who revisit international hotels are over 40 years old, which aligns with the findings of Guruge, M. L., & Silva, S. (2020) on international hotel chains and their revisitation.

Among the participants, 53.7% were male, and 41.7% were female, with a small proportion (4.7%) identifying as other. The relatively balanced gender

distribution highlights the inclusive representation of diverse gender identities and provides insight into perspectives on hotel experiences and revisit behaviours.

The highest number of respondents (37.7%) was from the United Kingdom, followed by Germany (14%), China and India (both 12.3%), and Russia and other countries (each 9%). Only 5.7% of the respondents were from Sri Lanka. These findings confirm a strong international representation and emphasise the importance of adapting strategies to meet the preferences of Western and Asian markets. As per SLTDA. (n.d.). *Year in Review-2024*: The majority of tourists are in the markets identified by the research, which justifies the direct contribution of different tourist markets to Sri Lankan tourism.

A significant majority of the sample (76.3%) were married, indicating a strong presence of family- or couple-based travellers. This segment often values comfort, safety, and reliable service, making them more likely to return to accommodations that meet these expectations. Their preferences play a crucial role in shaping service strategies such as family-friendly amenities and personalised experiences. Research by Haverila et al. (2023) confirms that partnered travellers, particularly those with children, report higher levels of satisfaction, loyalty, and repurchase intentions than single travellers.

The majority of respondents were undergraduates (38.3%), followed by those with professional qualifications (35.3%) and graduates (26%). Only a minimal number (0.3%) had educational levels up to G.C.E. O/L. This suggests a well-educated customer base that is more responsive to SAP, with digital engagement, sustainable practices, and culture influencing revisit intention. This is corroborated by research highlighting the role of education in shaping environmentally responsible tourist behaviours.

The majority of respondents (60.7%) visited international hotel chains a few times a month, while 26% visited annually. Smaller groups (4.3% each) visited weekly or a few times a week. These figures align with studies showing

that around 55–62% of guests visit their preferred international hotels multiple times per year, indicating strong brand loyalty among frequent visitors (Wong & Tang, 2019; Chen & Tsai, 2007). Understanding these patterns helps tailor loyalty programs and personalised services that enhance satisfaction and encourage repeat visits.

The primary reason cited for revisiting hotel chains was food quality (34.7%), followed by service quality (21%) and affordability (19%). Additional factors included convenience (9.7%), opportunities for socialising (9.3%), and miscellaneous reasons (6.3%). These findings are consistent with prior research indicating that experiential attributes, particularly food and service quality, are significant determinants of repeat patronage in international hotel settings (Han & Hyun, 2017; Kandampully, Zhang, & Jaakkola, 2018). Such factors are critical in fostering customer satisfaction and revisit intention, including in contexts where environmentally sustainable practices are adopted (Chen & Peng, 2012).

Price was identified as the most influential factor affecting hotel choice (44%), followed by location (18%) and food quality (10%). Other determinants, such as brand reputation, sustainability, technological innovation, and cultural adaptation, were each cited by 4.7% of respondents. These results emphasise affordability and convenience as predominant considerations in hotel selection, particularly within urban markets such as Colombo (Kim et al., 2009; Hudson & Thal, 2013).

The majority of respondents (93.0%) reported participating in hotel loyalty programs, underscoring the importance of these initiatives for retaining customers. Loyalty programs have been shown to strengthen customer commitment and encourage repeat visits.

Over 82% of respondents actively engaged with hotel social media pages, reflecting the growing role of digital platforms in customer interaction and brand building within the hospitality industry. This led hotels to maintain

service standards through feedback, strengthen customer relationships, and encourage repeat visits.

Most respondents (94.3%) expressed a willingness to share feedback or online reviews, underscoring the critical role of user-generated content in shaping hotel reputation and influencing potential guests.

The demographic and behavioural data underscore the importance of strategic adaptation practices in influencing tourists' revisit intentions. Factors such as service quality, affordability, and engagement through loyalty programs and social media play crucial roles in attracting and retaining guests. These findings align with prior research emphasising that a comprehensive approach addressing both tangible and intangible aspects of the guest experience is essential for fostering customer loyalty in the hospitality sector (Kandampully, Zhang, & Jaakkola, 2018).

Descriptive Analysis

Descriptive analysis comprises a set of statistical methods that help sociologists, researchers, and other analysts better understand the large volumes of data they must work with. It seeks to provide a clear representation of information about the populations the researcher may be trying to target or compare. Techniques used include measures of central tendency (mean, median, and mode), measures of dispersion (range, variance, and standard deviation), measures of distribution (percentiles and quartiles), and measures of normality (Skewness and kurtosis, etc.).

In this study, the researcher utilised mean, standard deviation, and skewness to assess the descriptive statistics of the variables, and SmartPLS software was used to compute these statistics.

The first variable is SAP, which is the independent variable in this study. There are 4 dimensions in this study, ranging from LC1 to SP3. The mean, standard deviation, and skewness values for each variable were calculated and are presented in Table 2. Mean values for all indicators ranged from 4.518 to

4.671, suggesting a tendency toward high adaptation levels across all strategies. Skewness values ranged from -1.463 to -2.835, indicating the asymmetric distribution of the data. All skewness values were negative, indicating that the data are negatively skewed. Negative skewness values indicate that most values are clustered towards the right (higher values on the scale).

Table 2: Descriptive Analysis for Independent variable: Strategic Adaptation Practices (SAP)

Variable	Mean	Standard deviation	Skewness
LC1	4.528	0.655	-1.497
LC2	4.671	0.757	-2.835
LC3	4.664	0.763	-2.779
TA1	4.661	0.763	-2.761
TA2	4.664	0.763	-2.779
TA3	4.518	0.665	-1.463
MA1	4.518	0.763	-1.596
MA2	4.618	0.78	-2.551
MA3	4.545	0.698	-1.928
SP1	4.568	0.686	-1.671
SP2	4.575	0.719	-2.124
SP3	4.571	0.764	-2.151

Source: Authors' own

The Standard deviation values ranged from 0.655 to 0.764, indicating the moderate dispersion of the data around the mean. Since this range is less than 1, the dispersion is low, and most of the data are clustered around the mean for each indicator.

The dependent variable of this study is tourist revisit intention. There are 3 dimensions in this study, ranging from PP1 to PAT3. Mean values for all indicators ranged from 4.601 to 4.811, suggesting a tendency toward high adaptation levels across all strategies.

Skewness values ranged from -2.275 to -4.316, indicating the asymmetric distribution of the data. All skewness values were negative, indicating that the data are negatively skewed. Negative skewness values indicate that most values are clustered towards the right (higher values on the scale).

Table 3: Descriptive Analysis for Dependent variable: Revisit Intention (RI)

Variable	Mean	Standard deviation	Skewness
PP1	4.601	0.421	-2.981
PP2	4.811	0.605	-4.316
PP3	4.714	0.545	-2.275
PWOM1	4.741	0.609	-3.243
PWOM2	4.764	0.541	-2.62
PWOM3	4.754	0.652	-3.539
PAT1	4.731	0.597	-2.837
PAT2	4.752	0.443	-3.719
PAT3	4.741	0.459	-3.5

Source: Authors' own

The Standard deviation values ranged from 0.443 to 0.652, indicating the moderate dispersion of the data around the mean. Since this range is less than 1, the dispersion is low, and most of the data are clustered around the mean for each indicator.

Table 4: Descriptive Analysis for Mediator: Tourist Attractiveness

Variable	Mean	Standard deviation	Skewness
CEV1	4.748	0.448	-3.61
CEV2	4.738	0.468	-3.441
CEV3	4.738	0.611	-3.213
BL1	4.754	0.546	-2.526
BL2	4.578	0.741	-2.188
BL3	4.598	0.787	-2.445
EC1	4.452	0.664	-1.022
EC2	4.568	0.76	-1.966
EC3	4.581	0.789	-2.251

Source: Authors' own

The mediator variable of this study is customer attractiveness. There are 3 dimensions in this study, ranging from CEV1 to EC3. Mean values for all indicators ranged from 4.452 to 4.754, suggesting a tendency toward high adaptation levels across all strategies.

Skewness values ranged from -1.022 to -3.441, indicating the asymmetric distribution of the data. All skewness values were negative, indicating that the data are negatively skewed. Negative skewness values

indicate that most values are clustered towards the right (higher values on the scale).

The Standard deviation values ranged from 0.448 to 0.789, indicating the moderate dispersion of the data around the mean. Since this range is less than 1, the dispersion is low, and most of the data are clustered around the mean for each indicator.

PLS – SEM Model Assessment

This study used Partial Least Squares-Structural Equation Modelling (PLS SEM) to evaluate the impact of strategic adaptation practices on revisit intention, with tourist attractiveness mediating the effect of international hotel chains on revisit intention in the Colombo district, Sri Lanka.

Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is used to test the factor structure of observed variables. It finds the extent to which the observed variables are associated with a given number of unobservable (and underlying) constructs or factors. The primary aim of CFAs is to assess whether the measures are well represented in their corresponding latent constructs, thereby increasing the reliability and validity of the study. A total of 30 indicators were included in the CFAs by loading all indicators.

Table 5: Confirmatory Factor Analysis (CFA)

Variable / Item	Standard Loadings	T statics	Composite Reliability	AVE
SAP			**0.901**	**0.896**
LC1	0.637	8.868		
LC2	0.845	16.571		
LC3	0.845	16.562		
TA1	0.844	16.444		
TA2	0.844	16.461		
TA3	0.635	8.928		
MA1	0.631	13.205		
MA2	0.664	8.927		

MA3	0.549	7.424		
SP1	0.565	7.259		
SP2	0.590	9.135		
SP3	0.653	8.495		
RI			**0.938**	**0.637**
PP1	0.690	9.387		
PP2	0.691	8.096		
PP3	0.734	12.148		
PWOM1	0.807	15.977		
PWOM2	0.725	16.394		
PWOM3	0.734	11.290		
PAT1	0.774	20.341		
PAT2	0.993	485.776		
PAT3	0.969	49.781		
TA			**0.919**	**0.501**
CEV1	0.936	112.233		
CEV2	0.918	51.120		
CEV3	0.807	19.407		
BL1	0.745	20.341		
BL2	0.611	7.691		
BL3	0.553	5.386		
EC1	0.511	7.010		
EC2	0.616	6.715		
EC3	0.506	6.793		

Source: Authors' own

According to the findings from the CFA, all the items significantly load on the respective construct at high standard loadings and met the criteria for good reflective measurement indices as presented by CR and AVE value for each construct (Adaptation strategies, customer attractiveness and tourist revisit intention) was above the minimum level recommended by Hair et al. (2006). All the T statistics were significant at $p \leq 0.05$. This indicated that the measurement model fitted the data, and the items used to measure the constructs were appropriate for this study.

Reliability, Validity of the Measurement Model

The researcher tested reliability by using Cronbach's Alpha and Composite reliability. Convergent Validity of the model was tested by using Average Variance Extracted (AVE), and discriminant validity by using HTMT, Cross Loadings, and Fornell-Lacker Criterion.

Cronbach's Alpha

Cronbach's alpha measures the internal consistency reliability of a survey instrument; the value typically ranges from 0 to 1.0. It is generally considered that the greater the value of 0.7, the greater the degree to which the response items are consistent with one another and can be considered more credible (Bacon, Sauer, & Young, 1995)

Table 6: Cronbach's Alpha

	Cronbach's alpha
SAP	0.901
TA	0.868
RI	0.925

Source: Authors' own

All Cronbach's alpha values are above 0.7; therefore, the variables are internally consistent.

Composite Reliability

The composite reliability is a measure of internal consistency, and the threshold point of the composite reliability is considered to be 0.7 (Bacon et al., 1995)

Table 7: Composite Reliability

	Composite reliability (rho_a)
SAP	0.901
TA	0.919
RI	0.938

Source: Authors' own

According to Hair et al. (2010), composite reliability is a measure of internal consistency reliability of latent constructs, in which composite reliability values greater than 0.70 are considered acceptable. Table 7 revealed

that all constructs in the models are reliable, as all composite reliability coefficients exceed the desired threshold of 0.70. The present composite reliability coefficients for Strategic Adaptation Practices are 0.901, 0.919 for Tourist Attractiveness, and 0.938 for Revisit Intention.

Convergent Validity –Average Variance Extracted *(*AVE*)*

AVE the term itself says that it signifies that the amount of variance in the construct's indicator is captured by the construct, about the amount brought by measurement error. This is an important measure for assessing the construct's reliability and validity. The maximum possible AVE is 1. It takes values between 0 and 1. Values above 0.5 indicate good convergent validity for the construct.

Table 8: Average variance extracted (AVE)

	Average variance extracted (AVE)
SAP	0.896
TA	0.501
RI	0.637

Source: Authors' own

The average variance extracted (AVE) is used to assess the reliability and convergent validity of latent variables in structural equation modelling. Analysing the aforementioned SmartPLS result, the Adaptation Strategy shows a high AVE of .896, indicating high reliability. The AVEs of Customer Attractiveness and Tourist Revisit Intention are .501 and .637, respectively, indicating satisfactory and strongly reliable.

Discriminant Validity

Discriminant Validity is measured using Cross Loadings, HTMT and Fornell and Larcker Criterion.

Cross Loadings

The correlations between the items and the latent (theoretical) construct in a structural equation model are referred to as cross-loadings. The cross-

loadings indicate the degree to which an item loads on its intended construct rather than on other constructs in the model. Higher cross-loadings indicate that the items are more closely associated with their intended construct and, hence, provide support for the convergent validity of the measurement model in reflecting the theoretical framework.

Table 9: Cross loadings

	SAP	TA	RI
BL1	0.351	0.745	0.724
BL2	0.339	0.611	0.466
BL3	0.364	0.553	0.415
CEV1	0.544	0.936	0.984
CEV2	0.541	0.918	0.952
CEV3	0.436	0.807	0.808
EC1	0.327	0.511	0.385
EC2	0.436	0.616	0.502
EC3	0.266	0.509	0.393
LC1	0.637	0.34	0.383
LC2	0.845	0.382	0.426
LC3	0.845	0.388	0.426
MA1	0.631	0.458	0.471
MA2	0.664	0.415	0.466
MA3	0.549	0.381	0.408
PAT1	0.365	0.723	0.774
PAT2	0.551	0.934	0.993
PAT3	0.55	0.928	0.969
PP1	0.926	0.641	0.69
PP2	0.551	0.625	0.691
PP3	0.498	0.642	0.734
PWOM1	0.432	0.806	0.807
PWOM2	0.346	0.733	0.725
PWOM3	0.298	0.671	0.734
SP1	0.565	0.413	0.428
SP2	0.59	0.411	0.446
SP3	0.653	0.436	0.488
TA1	0.844	0.392	0.426
TA2	0.844	0.387	0.425
TA3	0.635	0.351	0.382

Source: Authors' own

Cross-loadings indicate the extent to which measured variables are related to the latent constructs. A value of 0.5 is the generally used threshold

for evaluating the adequacy of cross-loadings. In this case, all measured variables load significantly above this threshold on their respective latent constructs on the measurement model.

HTMT

In the case of the HTMT ratio (heterotrait- monotrait ratio of correlations), there is discriminant validity if the correlations among the construct's indicators are lower than the correlations with the indicators of other constructs. If the variance of the HTMT value is less than 0.85, HTMT) indicates that the construct (Indicator) has discriminant validity. In our model, all constructs have HTMT values below 0.85, which provides reassurance that each construct measures a unique concept.

Table 10: HTMT

	SAP	**TA**
SAP		
TA	0.644	
RI	0.69	0.798

Source: Authors' own

All HTMT values are greater than 0.85, which ensures the discriminant validity of the latent variables.

Fornell - Larcker Criterion

The Fornell–Larcker Criterion is a test used to assess the discriminant validity of latent constructs, indicating that they represent distinct ideas within a domain. It checks whether the square root of Average Variance Extracted (AVE) of each construct is greater than or equal to the construct's correlation with any other construct in the model. Generally, if AVE exceeds the correlations, we say that the measurement model has discriminant validity. Each construct measures a distinct idea and is sufficiently distinct from other constructs in the model.

Table 11: Fornell and Lacker

	SAP	TA	RI
SAP	0.701		
TA	0.577	0.708	
RI	0.628	0.644	0.798

Source: Authors' own

If the square root of the average variance extracted (AVE) of each construct is higher than the correlation of the construct with any other constructs, as evidenced in Fornell and Larcker's criterion, then discriminant validity exists or is established. These conditions are distinguished in the table above, thus indicating appropriate discriminant validity. So, both discriminant validity and the Fornell-Larcker test are supported in the analysis.

Variance Inflation Factor – VIF

To measure multicollinearity, the Variance Inflation Factor (VIF) is used, which measures how much the variance of the estimated regression coefficient for a predictor variable increases when other predictor variables are included in the model. A VIF value greater than 5 indicates multicollinearity.

Table 12: VIF

	SAP	TA	RI
SAP		1	1.499
TA			1.499
RI			

Source: Authors' own

Each Variance Inflation Factor (VIF) of all predictor variable is less than 5, which is shown a good result and that means there is no much collinearity relativeness to predictor variable, because VIF's value is not even close to the common recommended level, as a result, all predictor variable can be regard as an important predictor to the pricing of vehicle, that is why regression coefficient estimate is highly reliable as indicated in the structural equation model in Figure 3.

Structural Equation Modelling

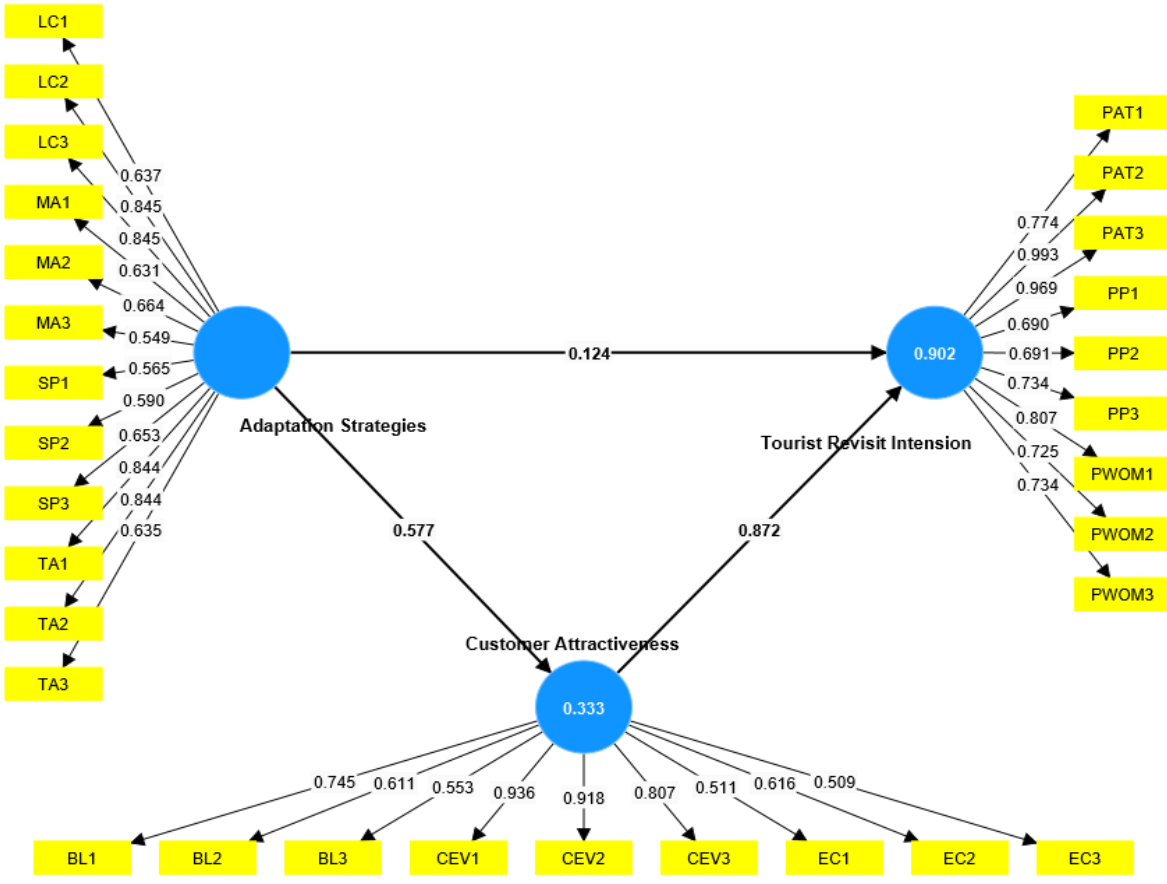

Figure 3: PLS SEM Algorithm
Source: Authors' own

Path coefficients generated from SmartPLS bootstrapping were used to test the study's hypotheses, as indicated in Table 13. Four hypotheses were formulated for the research model.

H_1- There is a significant impact of strategic adaptation practices on revisit intention.

The p-value or t-statistic determines whether to accept or reject the hypotheses for each path. Relevant past literature that informs this research highlights key factors affecting the findings. International hotel chains in Sri Lanka must adopt a core approach of embracing the rich and diverse local culture. By incorporating traditional customs, cultural features, and values into the guest experience, hotels create an authentic ambience that resonates with

visitors.

Table 13: Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Strategic Adaptation Practices -> Tourists' Attractiveness	0.577	0.58	0.08	7.206	0
Strategic Adaptation Practices -> Revisit Intention	0.124	0.121	0.036	3.45	0.001
Customer Attractiveness -> Tourist Revisit Intention	0.872	0.875	0.025	34.621	0

Source: Smart PLS outputs

This approach not only enhances the hotel's cultural sensitivity but also strengthens the emotional connection with guests, positively influencing their likelihood to return (J. Ahn & Kwon, 2020). Additionally, effectively integrating technology is a critical adaptation practice for hotels to remain competitive and thrive. Technology enhances operational efficiency and customer satisfaction through seamless online booking systems and smart in-room amenities. Such adaptation strategies contribute to a modern and efficient guest experience, thereby increasing the probability of guest revisits (Konuk, 2019).

Regarding the analysis, the p-value for the path "Strategic Adaptation Practices → Revisit Intention" is 0.001, which is less than the significance level of 0.05. The t-statistic of 3.45 exceeds the critical value of 1.96. Therefore, Hypothesis 1 (H1) is accepted. It can be concluded that there is a significant, positive relationship between Strategic Adaptation Practices and Revisit Intention among international hotel chains in the Colombo district of Sri Lanka. Furthermore, the path coefficient of 0.124 indicates a positive, significant association between these two latent variables.

H_2 - Strategic adaptation practices have a significant impact on tourists' attractiveness.

SAP plays a crucial role in shaping businesses' appeal to their target customers and significantly influences how enterprises are perceived by their audiences (Hoogendoorn & Fitchett, 2018). Companies enhance their attractiveness by adapting to continuously evolving market dynamics, cultural nuances, and technological advancements (La Rocca et al., 2012b). Additionally, marketing strategies contribute to customer attractiveness; techniques such as psychological pricing, social media engagement, and other promotional activities positively affect consumer appeal (De Pelsmacker, Van Tilburg, & Holthof, 2018). Therefore, the existing literature provides strong evidence that Strategic Adaptation Practices (SAP) significantly impact Tourists' Attractiveness (TA). In the present analysis, the p-value for the path "Strategic Adaptation Practices → Tourists' Attractiveness" is 0.000, which is below the 0.05 significance threshold. Furthermore, the t-statistic is 7.206, exceeding the critical value of 1.96. Consequently, H2 is accepted. It can be concluded that there is a significant, positive relationship between Strategic Adaptation Practices and Tourists' Attractiveness among international hotel chains located in the Colombo district of Sri Lanka. The path coefficient value of 0.577 further confirms the strength and positivity of this relationship.

H_3 - There is a significant impact of tourists' attractiveness on revisit intention.

A company that effectively implements adaptation techniques, enhances the value of its offerings, delivers excellent customer experiences, and fosters strong brand connections improves its overall attractiveness (Guruge & Silva, 2020). Without a proper customer attractiveness strategy, revisit intention is unlikely to occur. International hotel chains (IHCs) employ customer-attractiveness strategies, such as enhancing the value of the customer experience, building brand loyalty, and related approaches. When hotels

execute these strategies effectively, customer satisfaction increases, leading to higher revisit intentions (Quintal & Polczynski, 2010; Abdulla et al., 2019). According to the current analysis, the p-value for the path "Tourists' Attractiveness → Revisit Intention" is 0.000, which is less than the significance level of 0.05. Additionally, the t-statistic is 34.621, exceeding the critical value of 1.96. Therefore, Hypothesis 3 (H3) is accepted. It can be concluded that there is a significant relationship between Tourists' Attractiveness and Revisit Intention in international hotel chains within the Colombo district of Sri Lanka. Moreover, the path coefficient of 0.872 is positive, indicating a strong, significant positive relationship between the two latent variables.

H_4 – There is a mediator impact of tourists' attractiveness on the relationship between strategic adaptation practices and revisit intention.

This hypothesis is tested using bootstrapping in SmartPLS, and a specific indirect effect is used to assess mediation.

Hypothesis 4 (H_4) tests whether Tourists' Attractiveness (TA) mediates the relationship between Strategic Adaptation Practices (SAP) and Revisit Intention (RI). According to prior literature, hotels should place considerable effort into creating environments conducive to revisit intention and the organisation's overall sustainable growth (Huttinger et al., 2012).

Moreover, destination perception and emotional experience also affect revisit intention. (Stihl, 2023). Additionally, word of mouth and cultural factors influence revisit intention and can act as mediators within the hospitality industry. (Nursyamsiah & Setiawan, 2023). In this analysis, the p-value for the path "Strategic Adaptation Practices → Tourists' Attractiveness → Revisit Intention" is 0.000, which is less than the significance level of 0.05. This indicates that H_4 is accepted.

Table 14: Mediation Analysis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Strategic Adaptation Practices -> Tourists' Attractiveness -> Revisit Intention	0.503	0.507	0.067	7.557	0

Source: Authors' own

Therefore, it can be concluded that Tourists' Attractiveness has a mediating impact on the relationship between Strategic Adaptation Practices and Revisit Intention in international hotel chains in the Colombo district of Sri Lanka.

CONCLUSION, RECOMMENDATION AND FUTURE RESEARCH DIRECTION

CONCLUSION

This study examined the influence of Strategic Adaptation Practices (SAP) on tourists' Revisit Intention (RI), with Tourist Attractiveness (TA) as a mediating variable, using data from international hotel chains in Colombo, Sri Lanka. Findings confirmed that SAP significantly affects both TA and RI, and that TA also serves as a strong mediator between them. Key adaptation strategies, such as cultural integration, technological adoption, targeted marketing, and sustainability, were found to meaningfully enhance tourists' perceptions and loyalty. Demographic insights revealed that middle-aged, educated, and relationship-based tourists are the most loyal market segment, underscoring the need for strategic, tailored experiences.

IMPLICATIONS

Given the empirical findings and behavioural patterns observed among tourists revisiting international hotel chains in Colombo, it is recommended that hoteliers adopt a customer-centric strategy prioritising relationship-building,

emotional engagement, and service personalisation. Hotels should place particular emphasis on middle-aged, married tourists who exhibit strong revisit tendencies. Service offerings must be aligned with their preferences for quality, convenience, affordability, and digital responsiveness.

Incorporating local culture, advanced technologies, and sustainable practices into the hotel experience will not only elevate guest satisfaction but also enhance the brand's attractiveness to diverse international markets. Since tourists frequently engage with hotel brands on social media and willingly provide feedback, digital platforms should be strategically utilised not just for promotions but also for building long-term relationships through real-time interaction, reputation management, and co-creation of value.

Furthermore, given the high frequency of hotel visits and the importance placed on food and service quality, hotel chains need to invest in refining experiential touchpoints, such as customised culinary offerings and personalised services. Loyalty programs must be restructured using behavioural data to better serve segmented traveller profiles. Strategic adaptation, therefore, must go beyond operational efficiency to deliver holistic, emotionally resonant experiences that attract and retain tourists over time.

Theoretical Implications

This study enhances the theoretical understanding of customer behaviour in the hospitality sector by introducing Tourist Attractiveness as a mediating construct between Strategic Adaptation Practices and Revisit Intention. This integrated framework combines both emotional and functional dimensions of tourist decision-making, offering a more comprehensive model for explaining revisit behaviour. The findings also validate the role of key adaptation strategies such as cultural alignment, technological integration, sustainability, and marketing in strengthening both customer perceptions and loyalty. By linking organisational strategies to tourist behaviour, the study deepens the discourse on strategic management in the hospitality sector.

Moreover, it contributes to the destination management literature by showing how hotel-level strategies influence broader destination competitiveness and resilience, particularly in tourism recovery contexts such as Sri Lanka.

Practical Implications

The findings highlight the importance of international hotel chains to align their strategic adaptation efforts with evolving tourist expectations. Implementing practices such as technological innovation, sustainability initiatives, local cultural integration, and targeted marketing can significantly enhance customer satisfaction and revisit intentions. The study also reveals that middle-aged, family-oriented travellers form a loyal customer base that values consistent service, emotional connection, and reputation. Offering personalised experiences and well-structured loyalty programs for these segments can improve customer retention and drive long-term profitability.

For governments and Destination Management Companies (DMCs), this research provides critical evidence on how hotel-level adaptation strategies contribute to broader destination competitiveness. Policies that encourage collaboration between international hotel brands and local communities. In particular, in areas such as cultural preservation, sustainability, and service quality, it can enhance the overall tourist experience. These strategies not only support brand consistency at the firm level but also enhance the destination's image and resilience, especially during post-crisis recovery. Furthermore, encouraging digital engagement and feedback mechanisms across the sector can lead to improved service delivery and a more responsive, competitive tourism ecosystem (Kularatne, T. et al., 2019).

FUTURE RESEARCH DIRECTIONS

Future research could expand on this study by examining the moderating effects of contextual factors, such as cultural orientation, regional market dynamics, and destination-specific characteristics, particularly by

comparing international and domestic hotel chains. Comparative studies across different types of hospitality and other service sectors would help identify sector-specific adaptation strategies and assess their effectiveness in winning destination competitiveness. Additionally, employing qualitative approaches such as in-depth interviews or focus groups could provide broader insights into tourists' emotional experiences and evolving expectations over time. Integrating emerging variables related to destination management and marketing further enhances understanding of how adaptation efforts shape customer attractiveness and revisit intentions in a rapidly changing hospitality landscape.

DECLARATION

We, M.T.U. Chandrasiri (Author), Mr J.P.R.C. Ranasinghe, and Mrs M.M.P.K. Munasinghe (Co-authors), hereby declare that the submitted manuscript is our original work, has not been published elsewhere, and is not under consideration in any other journal. All authors have read and approved the final version of this manuscript.

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