

CUSTOMER-ORIENTED APPROACH IN MODERN HOTEL MANAGEMENT

The modern conditions of the hotel industry are marked by an increased competitive environment, digital transformation of business processes, globalization processes of the tourism market and growing consumer expectations regarding service, where together these changes actualize the prioritization of a customer-oriented approach in the enterprise management system. The growth of the role of individualized service, dynamic changes in consumer preferences and the development of the need to build long-term relationships with cause the reorientation of traditional models of hotel enterprise management to a customer-centric approach. Under these conditions, the competitiveness of accommodation establishments depends not only on the material and technical base, range of services or pricing policy, but primarily on the ability to provide and create a high level of customer experience at all stages of service. Within the framework of modern hotel management, the client is considered as a central element of the management system, around whose needs and expectations business processes, communication approaches, service standards and strategic guidelines for the development of the hotel enterprise are built.

A customer-centric approach in hotel management is defined as a comprehensive management concept that consists of systematically identifying, analyzing and meeting the needs and expectations of guests at all stages of their interaction with the enterprise - from booking to after-service communication. The implementation of this approach consists of integrating the principles of personalization of service, prompt response to customer requests, ensuring consistently high quality of service and forming long-term relationships with customers.

The effectiveness of the customer-oriented approach is confirmed by modern scientific research, which emphasizes its importance in ensuring sustainable development and increasing the competitiveness of hospitality industry enterprises [1].

An important component of the customer-oriented approach is the personalization of services, which is based on taking into account individual needs, behavioral characteristics and previous experience of guests. The use of modern digital technologies, CRM systems and customer data analysis tools ensures an increase in the accuracy of adapting the service to consumer expectations, thanks to the accumulation and structuring of customer information, hotel enterprises are able to form relevant offers, which contributes to an increase in the level of satisfaction and strengthening trust in the hotel brand [2; 3].

Personalization of services in modern hotel management is implemented through a complex of interconnected mechanisms aimed at taking into account individual characteristics and needs of customers. An important role in this process is played by the systematization of information on the history of interaction with guests, which makes it possible to take into account individual preferences during repeat visits. An important role in ensuring effective personalization is played by customer segmentation and the formation of differentiated service offers in accordance with the specifics of individual target groups, as well as the use of digital and intelligent technologies that provide individualization of guest stay parameters (for example, lighting, microclimate, multimedia services and other comfort elements) and increase the level of compliance of services with their needs and expectations. The integrated use of these tools contributes to increasing the efficiency of service processes, the formation of a positive customer experience and strengthening the competitive advantages of the hotel enterprise [4].

An important dimension of customer orientation is the emotional and psychological component of service, which determines the level of psychological comfort and the overall perception of service quality. The formation of a positive customer experience largely depends on the communicative competence of the staff, the level of empathy and the ability to anticipate the needs of guests. Even minor personalized elements of interaction (language adaptation, individual greetings, attention to events in the client's life, empathy, the ability to predict needs and respond promptly to them) significantly increase the level of loyalty and form an emotional connection with the hotel brand [2-4]. In this aspect, the development of emotional intelligence of employees, service culture and hospitality standards is a key prerequisite for the effective implementation of a customer-oriented strategy [2; 3]. An important component of customer-oriented management is the introduction of digital technologies that ensure the modernization of traditional service processes. The use of

artificial intelligence, chatbots and automated customer support systems helps to optimize communication processes, thereby reducing the time for processing requests and increasing the efficiency of operational activities. At the same time, the use of customer feedback analysis tools based on machine learning technologies ensures the monitoring of consumer ratings, identification of problem areas of service and the formation of management recommendations to improve the quality of service. It is worth noting that a promising direction of the digital transformation of the hotel business is the implementation of virtual (VR) and augmented reality (AR) technologies, which significantly expand the possibilities of interaction with potential customers at the stage of selecting and booking services. The use of virtual tours ensures that potential guests are fully familiarized with the infrastructure and service capabilities of the hotel, which helps to reduce information uncertainty for potential customers, increase the effectiveness of marketing communications and increase the number of successfully completed reservations. At the same time, augmented reality technologies create additional opportunities for interactive navigation, information support and personalization of interaction during the guests' stay at the hotel. The use of these technological solutions ensures an increase in the level of consumer engagement, the formation of a positive customer experience, and the strengthening of the competitive advantages of hospitality industry enterprises [4].

The client-oriented approach involves the integration of client expectations into all business processes of the hotel enterprise - from the formation of service standards to the determination of strategic directions of development. Therefore, such digital management tools as CRM systems, online booking platforms and automated communication services are the main mechanisms for ensuring personalization of service and improving management efficiency. The development of human capital and service culture is defined as an important resource for the implementation of a client-oriented approach, which directly affects the quality of services and the formation of the company's reputational capital [2; 3]. The application of revenue management systems (Revenue Management Systems) allows you to implement dynamic pricing based on the analysis of demand, seasonality and market conditions, thereby contributing to the improvement of the efficiency of the management of the hotel company's room stock.

In the modern paradigm of hotel business development, the importance of the concept of sustainable development and social responsibility is growing. Environmental practices, energy-efficient technologies, reducing

the use of resources and supporting local communities form additional value of the brand and strengthen the emotional loyalty of customers, who increasingly focus on the value characteristics of the hotel enterprise [4].

As noted in modern research in the field of hotel management, the combination of digital technologies and client-centric culture is a determining factor in the long-term competitiveness of enterprises in the hospitality industry [2; 3].

Therefore, a customer-oriented approach is the strategic basis of modern hotel management, which is aimed at forming sustainable competitive advantages by ensuring a high level of customer satisfaction. The implementation of this approach ensures the improvement of service quality, strengthening of reputational capital, growth of financial efficiency and adaptability of hotel enterprises to dynamic changes in the hospitality market.

References:

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