

## PRACTICAL ASPECTS OF USING THE CUSTOMER-ORIENTED APPROACH IN HOTEL BUSINESS

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**Mazur V. S. PRACTICAL ASPECTS OF THE USE OF CUSTOMER-ORIENTED APPROACH IN  
HOTEL BUSINESS**

*The meaning of the system of the customer-oriented approach in management of hotel business, which allows getting additional income owing to a deep understanding and an effective customer satisfaction, has been investigated in the article. Different authors' approaches to the understanding and definition of the concept of the customer-oriented approach have been analyzed. The stages of the development of the customer-oriented approach have been suggested. The matrix of SWOT-analysis has been developed using the hotel "Halychyna" as the example, its data have been analyzed and the following conclusions – practical recommendations have been made. The comparative analysis of competitors – hotels of economic classes has been made. Service consumers of the investigated hotel have been analyzed using the audit that allowed getting information about the main service consumers.*

*The analysis of the level of the customer-oriented approach of the hotel "Halychyna" according to seven main blocks has been made; the coefficient of the level of the customer-oriented approach of the company has been defined; the level of customer loyalty has been evaluated. Defining the level of customer satisfaction, the issue for the analysis of the level of customer loyalty has been investigated. Recommendations were developed to increase the level of competitive processes in order to improve the quality of service using the data of the analysis.*

**Key words:** *customer-oriented approach, competition, loyalty, changes, customers, income, attraction of clients, hotel services.*

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**Мазур В.С. ПРАКТИЧНІ АСПЕКТИ ЗАСТОСУВАННЯ КЛІЄНТООРІЄНТОВАНОГО ПІДХОДУ В  
ГОТЕЛЬНОМУ БІЗНЕСІ**

*В статті розглянуто значення системи клієнтоорієнтованого підходу в управлінні готельним бізнесом, що дозволяє отримувати додатковий прибуток за рахунок глибокого розуміння й ефективного задоволення потреб клієнтів. Проаналізовано підходи різних авторів до розуміння і визначення поняття клієнтоорієнтованості. Запропоновано етапи розробки клієнтоорієнтованого підходу. На прикладі готелю «Галичина» складено матрицю SWOT– аналізу. Дані якого проаналізовано і зроблено висновки: практичні рекомендації. Проведено порівняльний аналіз конкурентів – готелів економ–класу. Також проаналізовано споживачів послуг досліджуваного готелю шляхом опитування, що дозволило отримати результати, хто є основним споживачем послуг.*

Також проведено аналіз рівня клієнтоорієнтованості готелю «Галичина» по семи основним блокам, розраховано коефіцієнт рівня клієнтоорієнтованості компанії, оцінено рівень клієнтської лояльності. Питання для аналізу рівня лояльності клієнтів розглянуто при визначенні рівня задоволеності. На основі даних аналізу розроблено рекомендації по підвищенню рівня конкурентно орієнтованих процесів з покращення якості обслуговування.

**Ключові слова:** клієнтоорієнтованість, конкуренція, лояльність, зміни, клієнти, прибуток, залучення клієнтів, готельні послуги.

Табл.:6. Бібл.:8.

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### **Мазур В.С. ПРАКТИЧЕСКИЕ АСПЕКТЫ ПРИМЕНЕНИЯ КЛИЕНТООРИЕНТИРОВА-ННОГО ПОДХОДА В ГОСТИНИЧНОМ БИЗНЕСЕ**

В статье рассмотрено значение системы клиентоориентированного подхода в управлении гостиничным бизнесом позволяет получать дополнительную прибыль за счет глубокого понимания и эффективного удовлетворения потребностей клиентов. Проанализированы подходы разных авторов к пониманию и определению понятия клиентоориентированности. Предложено этапы разработки клиентоориентированного подхода. На примере гостиницы «Галичина» составлено матрицу SWOT- анализа. Данные которого проанализированы и сделаны выводы: практические рекомендации. Проведен сравнительный анализ конкурентов - гостиниц эконом-класса. Также проанализированы потребители услуг исследуемого отеля путем опроса, что позволило получить результаты, которые являются основным потребителем услуг.

Также проведен анализ уровня клиентоориентированности гостиницы «Галичина» по семи основным блокам, розраховано коефіцієнт рівня клієнтоорієнтованості компанії, оцінено рівень клієнтської лояльності. Вопросы для анализа уровня лояльности клиентов рассмотрено при определении уровня удовлетворенности. На основе данных анализа разработаны рекомендации по повышению уровня конкурентоспособности ориентированных процессов по улучшению качества обслуживания.

**Ключевые слова:** клиентоориентированность, конкуренция, лояльность, изменения, клиенты, прибыль, привлечение клиентов, гостиничные услуги.

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The customer-oriented approach in hotel business causes the ability of an organization to get additional income owing to a deep understanding and an effective satisfaction of customers' needs. Customer loyalty is the base of the customer-oriented approach of a company.

Investigations show that income depends on a company's reputation and its qualitative customer service. It should be taken into consideration that fact that in some time, employees see all advantages of the customer-oriented approach in hotel business: development of internal conditions, which support producing goods and services according to customers' requirements and an effective system of interaction with consumers.

J. Baker, D. Akimov, F. Battle, L. Berry, V. Busarkin, K. Gronroos, E. Gummesson, F. Dwyer, Rhona E Johnsen, Filip Kotler, Vitaliy Loshkov, Alexander Payne, R. Rudnyev, E. Sasser, D. Tiunov, David Ford, V. Tsybalyuk, A. Tsysar, P. Cherkashyn and S. Chernyshev investigated the customer-oriented approach in their works.

Research objective is the development of practical recommendations concerning the customer-oriented approach, analysis of consumer services, improvement of competitive strategy what allows increasing the status of the investigated enterprise at the market of hotel services.

In spite of its popularity in the sphere of management, the term "customer-oriented approach" is not clearly defined. There are many different opinions expressed by scholars, businessmen and experts who investigated this concept.

V. Busarkin and V. Loshkov understand this concept as the characteristics of the company and define it as the ability of an organization to get an additional income owing to a deep understanding and maximal satisfaction of customers' needs [1].

Other scholars explain the customer-oriented approach as the instrument of management of interrelations with clients in order to get a constant income in long-term period and which is based on three categories: key competence, target clients and equal positions [2].

Therefore, having analyzed different authors' approaches to the definition of the customer-oriented approach, R. Rudnyev made the following conclusion: it is a strategic approach to the development of an organization, which supports increasing its competitiveness and increasing of income that causes the mobility of its all

resources to reveal and attract clients, get the most profitable among them and owing to the increase of the quality of service to satisfy consumers' needs [3, 56].

We can differentiate the next stages of the development of the customer-oriented approach:

1. Building the system of the interaction with a customer. The given stage forecasts the goals of the customer-oriented approach of a company.

2. Creating internal conditions, which help a company to produce goods and provide services according to clients' requirements. These conditions provide:

- assessing budget;
- training co-workers;
- providing necessary instruments and equipment.

3. Organization of monitoring of results after the use of the customer-oriented approach using forming criteria of functioning of the system, which show the level of consumer satisfaction.

The term "industry of tourism and hospitality" can be found in modern literature. Nowadays, we understand that these concepts can not be considered separately because tourists are, first of all, consumers, which have huge needs and they depend on different types of factors and industry of hospitality is a complex sphere, in which owing to employees' efforts different needs of different clients and service consumers can be satisfied.

The meaning of hospitality in different tourist services is more important in forming hotel services than in forming excursions. Taking into consideration this fact, we can make the next conclusions that hotel enterprises in hotel industry perform the main functions. At first, they form and then propose a full range of hotel services and the majority of sectors in hotel industry form and promote these hotel services [4, 273].

The hotel "Halychyna" was built in 1980-s near forest and park zone "Zahrebellya", at that time it was called "Moscow" and in 1990-s, it was renamed into "Halychyna".

The hotel “Halychyna” is the most favorite place for guests visiting Ternopil. It is caused by its location in a picturesque place of the town on the bank of the pond, comfortable transport location, close to the centre of the town and comfortable hotel accommodations.

The hotel “Halychyna” is twelve-storied building. There are 92 modern hotel rooms including single and double rooms of “standard” and “economy” classes, and hotel rooms of “first” and “second” class and apartments. Hotel accommodations are equipped with cable TV, Wi-Fi, telephone with town and international connection. There are three conference halls with modern technology for 12 up to 40 people. Conference service is proposed for visitors.

Technological innovations are used in the hotel: reservation online, by telephone, WAP, service “mobile client” and other comfortable ways of reservation.

Providing the main and additional services is the main activity of the hotel. The main hotel services are providing temporal accommodation and board. Parking place, transfer to international airport in Lviv, excursion service, auto rental, washing and cleaning clothes, luggage room, interpreter, the Internet, continental breakfast and service “alarm clock” are provided in the hotel as additional services. Hotel clients can take their domestic animals in the hotel if so agreed.

For a successful use of SWOT – analysis it is important not only to reveal threads and opportunities, advantages and disadvantages but try to evaluate the importance of accounting in the behavior of each part.

To do this, we built a matrix of SWOT–analysis of the hotel “Halychyna”

Table 1

SWOT–analysis of the hotel “Halychyna”

<b>Strong points</b>	<b>Opportunities</b>
<ol style="list-style-type: none"> <li>1. Use of IT in the hotel</li> <li>2. There are hotel rooms of economy class, the hotel gives the opportunity to rest in low price.</li> </ol>	<ol style="list-style-type: none"> <li>1. Comfortable location, market possibilities, surrounding.</li> <li>2. Adequate finance.</li> <li>3. Active use of the Internet resources.</li> <li>4. Widening of advertising opportunities.</li> <li>5. Increase of staff qualification.</li> </ol>
<b>Weak points</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. Limited range of services.</li> <li>2. Workers are not specialists in the sphere</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase of competitive pressure.</li> <li>2. Change of needs and tastes of consumers.</li> </ol>

of hotel business. 3. Inactive advertising policy (absence of advertisement except the Internet promotion). 4. Insufficient material and technical equipment (old furniture, absence of strong box).	3. Absence of finance.
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Source: developed by the author

Having analyzed the data taken from SWOT – analysis of the hotel “Halychyna” we can make the following conclusions that, mainly, threats are external and company management can not influence them but monitoring this situation, the hotel can use its strong points. Using available opportunities, the hotel can strengthen and develop its strong points. For example, increase of the level of personnel using training and using advertisements.

Therefore, revealed strong and weak points of the hotel can allow revealing those aspects, which are in advantageous position and they should be supported on the corresponding level, and those aspects, the modernization of which increase the process of improvement of the hotel and avoid losses the hotel’s image.

The author has made the analysis of the surrounding of the hotel “Halychyna”. To make a comparative analysis of the hotel “Halychyna”, the next methods of investigation were used: the analysis of information about hotels located in information systems; the comparative analysis of availability and range of services, prices for rooms, personnel qualification etc.

Nowadays, the hotels “Ternopil” and “Globus” are competitors for the hotel “Halychyna” at Ternopil market.

Having made a comparative analysis of competitors for the hotel “Halychyna”, we can present the reasons in the Table 2.

Table 2

Comparative analysis of the hotels of economy class in Ternopil

Parameters of a comparative analysis	Hotels		
	Hotel “Halychyna”	Hotel “Ternopil”	Hotel “Globus”
Launch date	1980	1985	2013
Number of rooms	98	75	51
Price per calendar day,	Min- 460 hrn.	Min-690 hrn.	Min-200 hrn.

hrn.	Max- 940 hrn.	Max-1400 hrn.	Max-1500 hrn.
Possibility of online reservation	+	+	+
Web site	-	-	+
Possibility of reservation by telephone	+	+	+
Payment for hotel reservation	-	-	-
Hotel rooms facilities	<p><b>Rooms:</b> Standard 1-2 single and double rooms; Semilux room; Luxe room <b>Standard single or double rooms:</b> Tea/coffee, bathroom or shower bath, TV, cable television, telephone, w.c., toilet and cosmetics means, iron,laundry, service “alarm clock”, free shine for footwear. <b>Luxe room</b> Coffee/tea, bathroom or shower bath, TV, cable television, telephone, w. c., toilet and cosmetics means, sofa, air conditioner, hair dryer, iron, laundry, service “alarm clock”, free shine for footwear.</p>	<p><b>Rooms:</b> Standard 1-2 single and double rooms; Semilux room; Luxe room <b>Standars single and double rooms:</b> Shower bath, TV, Cable television, telephone, w.c., toilet and cosmetics means, iron, free shine for footwear. <b>Luxe room</b> Mini-bar, bathroom, air-conditioner, TV, cable television, telephone, w. c., toilet and cosmetics means, kitchen room, iron, laundry, sofa, hair dryer, free shine for footwear.</p>	<p><b>Rooms:</b> Standard economy Standard Standard superior Semilux room Luxe room Luxe room for family VIP-Luxe room <b>Standard economy</b> TV, telephone, air conditioner, hair dryer, w. c., heating, cable television, shower bath. <b>Luxe room</b> TV, telephone, air conditioner, hair dryer, w. c., heating, cable television, shower bath. Service: possibility to order food at room, WIFI.</p>
Possibility to access the Internet, WIFI at room/lobby	WIFI in hotel’s hall	Free WIFI in a room.	Free WIFI in a room.
Service of transfer to the airport/railway/bus station	+	-	-
Additional services	Safe at reception, place of luggage, transfer, excursion service	Billiard, sauna, safe at reception,cash machine, bank services, currency exchange, event service	Sauna with bath, massage, internal swimming pool, safe at reception, Jakuzzi, car wash
Board at the territory of the hotel	Lobby bar Café bar	Restaurant	Restaurant
Conference hall	+	+	+
Sport and recreation	-	Fitness centre	Gym

centre			
Parking near the hotel	Paid parking under guard	Paid parking under guard	Free parking
Way of payment	Cash, bank cards, out of cash	Cash, out of cash, bank cards	Cash, out of cards, bank cards
Advertisement and promotion of the hotel	Advertisement only in the Internet	Advertisement only in the Internet	Advertisement only in the Internet

Comparative analysis of the competitors of the hotel “Halychyna” made it possible to reveal strong and weak points and analyze competitive advantages of the hotel. The analysis showed that the hotel is under conditions of considerable competition.

Among its competitors, the hotel “Halychyna” wins according to the next parameters:

1. Value of location. The prices in the hotel are from 460 hrn. up to 940 hrn., that allows consumers with different level of income to use services of the hotel;
2. Convenient and quick reservation of the hotel services.

The hotel “Halychyna” falls behind its competitors in the following:

1. Facilities in hotel rooms. Absence of safes and old furniture.
2. Small range of additional services, they are transfer and excursion service.
3. Hotel personnel do not know foreign languages.
4. Passive advertising policy, absence of an advertisement out of the Internet.

Therefore, the hotel management should arrange the development of the strategy that allows increasing the given factors of competitiveness that will allow increasing the status of an enterprise at the market of hotel services.

The hotel tries to satisfy the requirements of clients according to price, ecology, comfort and security of location of services.

The investigation was made in order to analyze the hotel services. The type of investigation was analytical. The method of investigation was audit.



23 persons were interrogated to analyze the target auditory of the hotel “Halychyna”. The author investigated the feedback of the clients concerning services of the hotel using online survey.

Table 3

Research results

Sex	Number of people	Proportion
Man	15	65%
Woman	8	35%

Category of guests

Category	Number
Individual travelers	9
Business trips	4
Groups of friends	1
Families with grown-up children	1
Young couples	2
Tourist groups	2

The level of customer satisfaction by the place of accommodation

Criterion	Satisfactory	Unsatisfactory
Speed of location	75%	25%
Comfort of the hotel room	80%	20%
Cleanness in the hotel rooms	88%	12%
Technical equipment of the hotel rooms	65%	35%

The level of customer satisfaction by the hotel personnel service and its quality

Criterion	Satisfactory	Unsatisfactory
Personnel attention	90%	10%
Friendly treatment of the personnel	100%	0%
Service rate	95%	5%

The level of customer satisfaction by the hotel security

Criterion	Satisfactory	Unsatisfactory
Fire safety	50%	50%
Health and property security	70%	30%

Source: developed by the author

The data received from the investigation gave the possibility to analyze who is the main consumer of the hotel “Halychyna”. Mainly, it is clients with the medium sufficiency level. As a rule, the given category of consumers is people, which

appreciate comfort and quality of services. Besides, the main services, they need additional ones, which are connected with the usual life of style.

The majority of the hotel clients are men. It is 65%. Mainly, the hotel clients are people of middle age – 50%.

To assess the level of the customer-oriented approach of the hotel, the investigation on the base of Jack Horowitz method was used [5, 189]. The given method is interrogation of employees and company management. Respondents are offered to assess 60 formed characteristics of the company according to the scale from 1 up to 5. A questionnaire is shown in the table 4, which consists of 7 blocks of statements.

Table 4

The results of analysis of the level of the customer-oriented approach of the hotel  
 “Halychyna”  
 Ternopil

1. Forming of an idea about consumer’s psychology					
Read each statement and define if it is correspondent to the state of business in your company In my company ...	Agree completely 5 points	Agree 4 points	It is difficult to say 3 points	Do not agree 2 points	Strongly disagree 1 point
Customer needs satisfaction is an impulsive force of the company’s strategy		+			
Company’s personnel know that the client has the final say, right or wrong		+			
The concept of service of clients was developed and brought to the personnel’s knowledge that forecasts different levels of the quality of service			+		
Quite serious approach is used for an advertisement and all possible measures are used to solve problems		+			
Feedback is supported by all means				+	
The personnel regularly play the role of clients			+		
The quality of service for existing clients predominates than for potential ones	+				
The collection of information is made regularly to have a complete idea about clients’ expectations					+
All possible is done for qualitative service		+			
Report about customer needs satisfaction			+		
<b>Total score according to the point 1</b>	<b>32</b>				
2. The role of a manager in the process of forming service culture					
Read each statement and define if it is	Agree	Agree	It is	Do not	Strongly

<b>correspondent to the state o business in your company In my company ...</b>	<b>completely 5 points</b>	<b>4 points</b>	<b>difficult to say 3 points</b>	<b>agree 2 points</b>	<b>disagree 1 point</b>
A manager always speaks well about his clients		+			
A manager treats his employees like clients with respect on the expectation of his employees' treatment to their clients with the same respect		+			
Customer needs satisfaction is of primary importance for a manager and he is proud of this policy		+			
Mangers are ready to satisfy their clients' needs and they visualize it using mottos and posters					+
Company management think that its main task is to train their employees in methods of increase of the quality of service and they try to encourage them in doing this				+	
A manager shows the example of high quality service			+		
Company management think that customer satisfaction is the most important result of its activity than support of corresponding economic indications			+		
Company management, keeping in touch with clients, always explain the personnel of the first line about the necessity of some processes		+			
Company management sees its task in supporting the employees of the first line to provide better service		+			
Company management sometimes does not think its needs are so important as their clients' ones			+		
<b>Total score according to the point 2</b>	<b>32</b>				
<b>3. The personnel attraction into the process and their authorization to the corresponding power.</b>					
<b>Read each statement and define if it is correspondent to the state o business in your company In my company ...</b>	<b>Agree completely 5 points</b>	<b>Agree 4 points</b>	<b>It is difficult to say 3 points</b>	<b>Do not agree 2 points</b>	<b>Strongly disagree 1 point</b>
We are chary of promise but do for a client more than we promised			+		
We are active in collecting ideas, which are connected with the quality of service, generated by the personnel of the first line, which keep in touch with clients				+	
We implement our projects regularly and initiate increasing the quality of service				+	
The personnel of the first line, which regularly keeps in touch with clients, is authorized to find new ways to solve problems with clients		+			
The personnel of the first line, which keeps in		+			

touch with clients, is authorized to solve problems of consumers					
We trust our co-workers of the first line because we know they do right		+			
The personnel of the first line has all instruments, which are necessary for the most qualitative service		+			
The personnel of the first line reports to its clients			+		
We allow our co-workers of the first line making mistakes however, do not make them again				+	
The co-workers of the first line are well trained getting skills and habits to provide service for their clients					+
<b>Total score according to the point 3</b>	<b>29</b>				
<b>4. Using the system of stimuli to increase the focus of the company on its clients</b>					
<b>Read each statement and define if it is correspondent to the state o business in your company In my company ...</b>	<b>Agree completely 5 points</b>	<b>Agree 4 points</b>	<b>It is difficult to say 3 points</b>	<b>Do not agree 2 points</b>	<b>Strongly disagree 1 point</b>
We clearly define key elements of the activity directed on customer satisfaction		+			
We interconnect the size of reward got by the personnel of the first line, regularly interact with clients with the level of satisfaction of clients				+	
Focus on clients' needs is considered as an important factor of encouragement by company management				+	
We differentiate co-workers, which support maximum high quality of service				+	
We financially encourage our co-workers, which maximally support high quality of service (bonuses and other rewards)				+	
The system of team stimuli is used in such cases when cooperation between personnel and team work is necessary for qualitative service of clients				+	
New ideas to increase the quality of service are preferable and encouraged				+	
Within the company we disseminate the information about co-workers who got the biggest success in service of clients				+	
Grateful feedback is encouraged (posting a letter etc)				+	
Co-workers of the first line who achieved the success in service are the example for imitation among their co-workers				+	
<b>Total score according to the point 4</b>	<b>22</b>				
<b>5. Communication activity and promotion of customer culture</b>					
<b>Read each statement and define if it is</b>	<b>Agree</b>	<b>Agree</b>	<b>It is</b>	<b>Do not</b>	<b>Strongly</b>

<b>correspondent to the state o business in your company In my company ...</b>	<b>completely 5 points</b>	<b>4 points</b>	<b>difficult to say 3 points</b>	<b>agree 2 points</b>	<b>disagree 1 point</b>
We use feedback to increase the quality of our service					+
We disseminate the research results about the level of satisfaction					+
All our employees know the key elements how to satisfy our clients' needs		+			
Our clients' visits are encouraged: during their visits, we discuss their opinion about the level of satisfaction by our service and products				+	
During meetings, our company management pays its attention to cooperation with clients				+	
Information about clients is disseminated in our and other departments				+	
The date received as the result of feedback is the subject of dissemination and investigation					+
We train our new specialists in satisfaction clients' needs and expectations				+	
We proud our advertising activity			+		
Company management uses all means to emphasize its participation in policy of qualitative service				+	
<b>Total score according to the point 5</b>	<b>20</b>				
<b>6. The necessity to pay primary attention to customer satisfaction score</b>					
<b>Read each statement and define if it is correspondent to the state o business in your company In my company ...</b>	<b>Agree completely 5 points</b>	<b>Agree 4 points</b>	<b>It is difficult to say 3 points</b>	<b>Do not agree 2 points</b>	<b>Strongly disagree 1 point</b>
We regularly evaluate the level of satisfaction of clients				+	
We pay much attention to customer satisfaction score					+
We receive quite enough information about customer satisfaction, which gives us the possibility to use necessary measures				+	
Customer experience is used for motivation					+
We interrogate the lost clients to analyze the reasons why they do not us our service and products any more					+
We compare the data of analysis of customer satisfaction with similar companies					+
We keep track of clients' complaints				+	
We define the indication of customer loyalty					+
We define the level of customer satisfaction that is supported by the departments of our company				+	
We regularly assess the level of satisfaction of our employees				+	
<b>Total score according to the point 6</b>	<b>15</b>				

<b>7. Company's inclination to the standards of service that became the result of measures to improve the quality of service and its constant improvement</b>					
<b>Read each statement and define if it is correspondent to the state o business in your company In my company ...</b>	<b>Agree completely 5 points</b>	<b>Agree 4 points</b>	<b>It is difficult to say 3 points</b>	<b>Do not agree 2 points</b>	<b>Strongly disagree 1 point</b>
We are regularly interested in increase customer value				+	
We regularly invest costs to cut expenses connected with our clients' interaction		+			
We imagine clearly our obstacles to increase customer satisfaction				+	
We have well defined goals to increase the level of customer satisfaction				+	
We set targets to increase customer satisfaction					+
<b>Top manager</b> regularly analyzes the measures to increase customer satisfaction				+	
Company management is responsible for the complete customer satisfaction		+			
The personnel know their tasks to satisfy customers completely		+			
In case of customer's need, <b>top manager</b> investigates the reasons of its phenomenon					+
We spread our know-how concerning the increase of customer satisfaction					
<b>Total score according to the point 7</b>	<b>23</b>				

10 hotel employees working in different departments were interrogated. The result of the survey was presented in Table 5, where total results from each parts of the questionnaire are shown.

Table 5

Results of the hotel workers survey  
Hotel "Halychyna", Ternopil

Part	Results
1. Forming of imagination about consumer psychology	32
2. The role of a manager in forming service culture	32
3. Personnel participation in this process and their authority.	29
4. Using the system of stimuli to increase the company service.	22
5. Communication activity and consumer culture promotion.	20
6. The necessity to pay attention to assessment of effective service.	15
7. The company uses the standards of service, which became the results of measures to increase service and constant improvement of the quality of service.	25
Overall conclusion (score)	175

Source: developed by the author

The coefficient of the level of **customer-oriented** of the company was calculated in the following way:

Coefficient = Overall conclusion (score)/350.

Therefore, the coefficient of **customer-oriented** approach of the hotel “Halychyna” =  $175/350 = 0.5$

The interpretation of the results within the given method is the next:

Less than 0.4 – your company is at low level of customer-oriented approach.

0.4 -0.75 – your company is at average level of customer-oriented approach.

0.75 and high – your company is at high level of customer-oriented approach.

Therefore, as the investigation shows, the hotel “Halychyna” is at average level of the customer-oriented approach. The detailed analysis of the investigation gives the possibility to make the following conclusions:

All possible is done to provide a qualitative service in the hotel “Halychyna”. All hotel workers have imagination about the key elements of the activity to satisfy clients’ needs. The hotel personnel really know the true value of customer service and understand their responsibility. Company management pays attention to examination of clients’ complaints and uses all possible measures to solve problems as soon as possible. It is necessary to emphasize that the personnel of the first line, which have the direct contact with clients, are authorized to solve problems with consumers.

Speaking about hotel’s management on the hotel “Halychyna” in the process of forming service culture we should say that the management respects its employees and clients.

However, some factors show that we can not consider this hotel to be at a high level of customer-oriented approach. First, hotel’s management does not train its employees to increase qualitative service. New employees starting their work are not taught how to increase service. The system of encouragement is not enough developed. Orientation on clients is not considered as an important factor of encouragement by managers that is the reward, which the personnel receives does not depend on the level of clients’ satisfaction. It is necessary to mention that the hotel’s management does not pay enough attention to collect information to form better

imagination about clients' expectation. Feedback is not used in the company and the level of clients' satisfaction is not assessed to increase the quality of its service. The level of employees' satisfaction is not assessed.

Frederick Reichheld method – NPS, which was based on one question put to a customer that allows possibilities as a repeated purchase and recommendation, was used to assess the level of customer loyalty of the hotel “Halychyna” [6, 65].

The question to analyze the level of customer loyalty was suggested while defining the level of satisfaction. The question was “Will you recommend the hotel to your friends? Evaluate it from 0 up to 10 points”.

Clients' answers were classified according to the following:

- “Critics” (those, who evaluated “1-6”) – unsatisfied persons by the hotel and they will not recommend. They may be upon the look of the alternative.
- “Neutrals” (those, who evaluated “7-8”) – passive clients of the hotel, who are satisfied in general but they do not have desire to recommend it to somebody.
- “Promoters” (those, who evaluated “9-10”) – clients, who are loyal to the hotel and they are ready to recommend it to friends (so called “advocates”).

Table 6

Results of interrogation of clients of the hotel “Halychyna”

Classification of respondents	Number of responses	Percent
“Critics” (evaluation “1-6”)	3	13%
“Neutrals” (evaluation “7-8”)	13	57%
“Promoters” (evaluation “9-10”)	7	30%

Source: developed by the author

The index NPS was defined by calculation of the percentage share of respondents “Critics” from the percentage share of respondents “Promoters”:

$$NPS = \% \text{ promoters} - \% \text{ critics}$$

$$NPS = 7\% - 3\% = 4\%.$$

Hence, the index of loyalty is always shown as the integral value and not interests than the index NPS is equal to 4.

Therefore, the analysis showed that the level of customer loyalty is at the level below the average. However, it was investigated that 57 % of clients have neutral



position that allows developing the strategy of changes of their behavior in favor of the hotel and the increase of the level of their loyalty. The hotel management has the possibility to develop the strategy directed on the increase of the level of customer loyalty, for example development and implementation of the program to increase the level of loyalty.

It is necessary to improve the customer-oriented approach at the stage of selection of new employees. It is necessary to use maximal similarity of corporate interests and cultural values with interests and values of candidates [7, 38].

As it was described above, customer service depends on “not advertised service” – service by each other among members of the organization. We would recommend the hotel management to evaluate the usage of the customer-oriented approach by the whole personnel of the company that is building relationships with clients.

Each employee should understand what benefit they will have using the customer-oriented approach. Quality coefficients are always satisfactory. The investigations show the dependence of the company’s income on its reputation and its qualitative customer service. It is necessary to emphasize that fact that the hotel’s workers will see the results of using the customer-oriented approach in some time.

The use of the stated above recommendations to increase the work with clients together with the customer-oriented approach support the increase of the level of customer satisfaction. Customer base will be widened owing to support of old and implementation of new methods loyal to consumers.

The recommendations, which support increasing the level of the **customer-oriented** approach were developed on the base of the data analysis of the level of the **customer-oriented** approach in the hotel “Halychyna”:

1. The quality of service upgrade.
  - Discussing the questions concerning the level of customer satisfaction and revealing needs and expectations of clients;
  - Forming the hotel workers’ imagination about the key elements of the customer satisfaction;

- Forming clear objectives in that part concerning the increase of the level of customer satisfaction;
  - The analysis of possible obstacles in order to increase the level of customer satisfaction;
  - A regular analysis of measures directed on customer satisfaction;
2. The personnel attraction into the process of forming service culture.
    - An active collection of ideas concerning the quality of customer service provided by the personnel, which support regular contacts with clients;
    - The realization of projects and initiatives realization directed on the increase of customer service.
  3. The personnel training in skills of working with clients to increase the level of service and more complete customer satisfaction.
  4. The development of the system of stimuli to increase the orientation of the company on its clients:
    - Employee recognition, which supports the maximal high quality of customer service (rewards and other payments);
    - Dissemination of information about employees, which achieved good results in consumer service.
  5. Improvement of automated systems of the hotel management including computer products, CRM-programs, which allow managing data base of clients, their wishes, specific and accounting of dynamics of clients and guests, which participate in customer loyalty programs [8, 31].
  6. Development of the program of performance evaluation of customer service.
    - The instrument of feedback implementation to increase the quality of service;
    - Customer survey and evaluation of the hotel service to increase the level of service and getting from clients wishes and propositions;
    - Poll of the lost clients to analyze reasons of their disuse of the hotel services;
    - Comparison of the data of the analysis of customer satisfaction with analogical indication of other companies and competitors.

Having made such investigations as SWOT-analysis, analysis of competitive surrounding, analysis of customer satisfaction and the level of their loyalty and study of clients' opinions and wishes helped to make the following recommendations:

1. Increase of the level of high standard of professionalism of the personnel.
  - Trainings and master classes to increase customer service;
  - Training of the personnel;
  - Learning foreign languages.
2. Advertising policy.
  - Development of advertisement;
  - Dissemination of information about the hotel in social nets.
3. Improvement of hotel accommodation facilities.
  - Safe installation;
  - Mini bars installation in hotel accommodations;
  - Change of old furniture and windows;
  - WIFI installation in hotel accommodations.
4. Promotion prices for clients.
  - 10% discount on booking hotel accommodations online and using mobile apps;
  - 10% discount on payment for accommodations (each seventh calendar day);
  - 10% discount and a gift from the hotel 15 days before and after client's birthday.

## **CONCLUSIONS**

To create a unique service, one should know his customer, understand his needs and predict his possible wishes. It causes customer loyalty and attracts new customers what supports increasing a company's income.

The hotel personnel play the key role in it because the customers' characteristics made by the personnel, their behavior, providing service according to international standards of service and their understanding of the importance of the customer-oriented approach helps a company to prosper and increase its income.

The level of customer loyalty is at the level below the average. The hotel management has a possibility to develop the strategy supporting the increase of the level of the customer loyalty, for example creating and implementing the upgrading program of customer loyalty using the results of the investigation.

The most effective influence on the increase of the customer-oriented approach has its own example. For this reason, the hotel management should demonstrate using its own example the highest level of the customer-oriented approach.

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