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# Conference Proceedings

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«Latest ideas, technologies and modern  
inventions: problems, theories and challenges»

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# **LATEST IDEAS, TECHNOLOGIES AND MODERN INVENTIONS: PROBLEMS, THEORIES AND CHALLENGES**

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## **COMMUNICATION IN THE HOSPITALITY INDUSTRY: SPEECH STRATEGIES AND TACTICS**

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Hospitality is a communication-intensive service domain where value is created in the service encounter and is perceived through both the content of information and the manner of interaction. Evidence from service encounter research shows that communicative cues shape customer evaluation, especially in situations involving ambiguity, time pressure, or emotional tension [1]. For hospitality organizations, communication is therefore a managerial resource: it affects guest satisfaction, complaint dynamics, and the stability of operational processes [3,4].

The study aims to systematize speech strategies and tactics used in hospitality and to propose an operational framework that links (I) service touchpoints, (II) communicative goals, (III) verbal and non-verbal tactics, and (IV) expected service outcomes.

A conceptual synthesis was applied. The framework integrates (a) politeness theory as a basis for maintaining guest face needs and respectful interaction [2], and (b) recent Ukrainian research on hospitality communication, internal communication, and digital transformation in the sector [3–6]. The analytical unit is a typical guest–staff interaction at key touchpoints (front desk, restaurant hall, phone, and digital messaging).

Five high-frequency strategy blocks were identified for hospitality practice: (1) hospitality/rapport building; (2) informing and expectation alignment; (3) persuasion and value framing (including upselling); (4) conflict de-escalation and service recovery; (5) internal coordination and handover communication. Each strategy block is implemented through a set of tactics. Verbal tactics include greeting formulas, structured information delivery, clarification questions, persuasive framing, apology and repair moves, and confirmation of agreed actions. Non-verbal tactics include controlled proxemics, eye contact management, facial expression regulation, gesture economy, and professional appearance. Digital touchpoints require additional constraints: message brevity, response-time discipline, tone consistency, and clear confirmation of next steps, which aligns with digital transformation trends in hospitality [6] and communication roadmapping approaches under uncertainty [7].

The framework can be embedded into SOPs and staff training as a matrix “touchpoint × goal × tactics × expected outcome”. For internal audits, three measurable indicators are recommended: average complaint resolution time, escalation rate (to supervisor/manager), and post-contact satisfaction score. The proposed approach supports standardization while preserving flexibility and situational adaptation.

Communication strategies and tactics function as a controllable subsystem of hospitality management. A structured, touchpoint-based framework helps organizations design training scenarios, reduce conflict costs, and improve the predictability of service outcomes in both offline and digital channels.

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