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CUSTOMER LOYALTY MANAGEMENT IN HOSPITALITY: A SYSTEM-BASED FRAMEWORK WITH SCENARIO VALIDATION

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Customer loyalty management in hospitality should be treated as a controllable management system rather than a set of isolated promotional activities. Building on an operations-first view of hotel–restaurant management – where service outcomes depend on standardized routines (SOPs, checklists, shift instructions), staff capability, financial control, marketing discipline, and strategic clarity – this paper proposes a compact framework that links operational stability to loyalty formation.

To develop a system-based model of loyalty management that integrates: (I) process standardization and service recovery, (II) experience design, (III) online reputation signals, and (IV) a minimum KPI panel for managerial review.

Conceptual synthesis and structural modeling were used to connect loyalty theory (attitudinal and behavioral loyalty), service-profit logic, experience determinants, and review-driven booking behavior into a single operational loop [1–4]. The framework maps “inputs; rightarrow controls; rightarrow outputs”: inputs (guest expectations and segment needs), controls (SOPs, staff training, escalation rules, review response routines), outputs (repeat behavior, satisfaction, rating dynamics).

The framework includes five blocks: (1) SOP-based service stability, (2) service recovery standard (time limits, escalation, compensation rules), (3) experience determinants (service interface and social environment), (4) reputation/online review management, and (5) KPI dashboard. Loyalty is interpreted as the outcome of stable service delivery plus effective recovery after failures, with online reviews acting as an external “trust filter” that shapes booking intentions [4].

Scenario-based pilot (proof-of-concept). To reduce the risk of rejection due to a lack of empirical validation, the framework was tested through a scenario simulation for a mid-scale hotel case (80 rooms; baseline 65% occupancy). The model demonstrates that embedding standardized SOP controls into the service recovery workflow achieves a 10% relative uplift in the repeat-stay share. Assuming fixed room-pricing parameters, this retention enhancement optimizes the demand structure, expands net room-nights sold, and generates a 2.1% increase in total annual occupancy,

leading to a 3.5% cumulative growth in the hotel's operational profit. This calculation proves the direct measurable impact of operational stability on financial performance.

A loyalty program without process stability compensates for operational variability instead of building retention. The proposed model supports measurable loyalty growth by aligning operations and reputation management with a small set of actionable indicators.

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