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INTEGRATED CUSTOMER ACQUISITION AND RETENTION STRATEGIES IN THE HOSPITALITY SECTOR: A PROCESS-BASED MODEL AND KPI SET

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The hospitality sector operates under high competitive pressure, where sustainable performance depends on the simultaneous management of customer acquisition and retention. This paper proposes an integrated, process-based framework that links (I) value proposition design, (II) digital touchpoints, (III) loyalty mechanisms, and (IV) service quality measurement into a single managerial loop. The framework is grounded in established service and relationship marketing concepts, including customer retention economics, strategic CRM, perceived service quality measurement, and real-time co-creation in tourism and hospitality [1–4].

To develop a concise conceptual model that supports managerial decision-making on attracting and retaining guests, with a practical set of indicators for monitoring effectiveness across the customer journey.

Conceptual synthesis and structural modeling were used to integrate four strands of literature: (a) retention and “defection” logic in services [1], (b) CRM as a cross-functional process [2], (c) service quality assessment through SERVQUAL gaps [3], and (d) digital, real-time interaction and co-creation [4]. The output is an operational scheme that can be implemented as standard operating procedures (SOPs) and a KPI dashboard.

The model consists of three connected blocks: (1) **Acquisition** (segment-specific value proposition + digital channel mix), (2) **Conversion and Experience** (service process stability and service recovery), and (3) **Retention** (CRM-based personalization + loyalty incentives). For implementation, a minimum KPI set is proposed: website/OTA conversion rate, cost per acquisition, share of direct bookings, repeat purchase rate, complaint resolution time, post-contact satisfaction score, and loyalty program redemption rate [1–4]. The practical applicability of the framework was evaluated using operational and financial data from a mid-scale hotel enterprise. The analysis demonstrated that aligning digital touchpoints with CRM personalization could potentially reduce customer acquisition costs (CAC) by 10-12% while increasing the repeat purchase rate. The framework emphasizes that retention instruments are

ineffective if service quality gaps persist, and that digital touchpoints should be treated as measurable service encounters rather than purely promotional channels.

The proposed integrated model provides a structured basis for aligning marketing, operations, and CRM in hospitality organizations and can be used for internal audits, staff training, and continuous improvement cycles.

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