

**Analytical tools for evaluating customer experience in the context
of marketing management of service companies**

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Abstract. The purpose of this study is to theoretically elaborate the model of formation of customer experience of service organizations at the conceptual level and to conduct a study using the developed tools for its evaluation on the example of the hotel business. The main results are based on the principle of holistic personalism and are obtained using the methods of field marketing research, questionnaire survey of respondents, scoring and index method. The data were processed and analysed using statistical correlation analysis, graphical and matrix approaches. The Customer development methodology was used to form a chain of positive customer reactions. The article substantiates a conceptual model of formation of customer experience in service organizations based on the principles of behavioural theory. The article allocates 2 groups of factors on the example of hotels that form the customer experience: explicit and implicit, and includes 6 factor attributes. Three types of customer experience are distinguished: before the moment of consumption of the product – the expected experience (CX ex en.), at the moment of consumption – as the perceived customer experience (CX at the time), and intentions for future consumption of the service product (CX ex post). To assess them, 4 marketing metrics are proposed to evaluate each type of customer experience. To interpret the results, the values of the indicators are scaled. The carried out testing of the proposed methodology on a sample of 14 four-star hotels confirmed the hypotheses of the study. The proposed theoretical concept and evaluation tools can be further used to develop marketing programmes for Customer Experience Management (CXM)

Keywords: user experience evaluation; service performance; retention strategies; holistic approach; customer behaviour

Introduction

The nature of service organizations is inherently customer-centric, with a primary focus on understanding and enhancing customer experiences (CE). The significance of CE in marketing research has been underscored by the Marketing Science Institute (2022), highlighting its consistent presence among research priorities since 2010. Despite extensive scientific and practical interest, the literature on CE remains fragmented, with no consensus on its essence and management methods. L. Becker & E. Jaakkola (2020) address this fragmentation by proposing fundamental premises for understanding CE, categorizing it as a response to managerial stimuli or consumption processes. Their systematic review identifies eight literature fields, each contributing to the conceptual development of CE. Similarly, R. Rialti & L. Zollo (2023) emphasize the necessity of conceptualizing a new digital customer journey in the digital era, focusing on how digital transformation influences customer interactions across generational cohorts.

In the context of retail trade in Ukraine, T. Shtal *et al.* (2023) analyze the vectors of digital transformation, revealing that technological and behavioral factors predominantly drive retail innovation. They suggest that digital marketing tools are crucial for adapting to these changes and enhancing business development. Complementing this perspective, S. Puntoni *et al.* (2021) explore the experiential perspective of consumers interacting with AI, identifying four types of consumer experiences that influence the perceived value of AI-enabled products and services. The importance of digitalization in business development, particularly in the B2C market, is further emphasized by N. Savytska *et al.* (2023). Their research highlights the penetration of digital technologies and the emergence of interactive services as key trends influencing customer experience. Similarly, S. Rahimi-an *et al.* (2021) propose a comprehensive framework for Customer Experience Management (CEM) in the hotel

industry, identifying four stages: customer identification, experience design, implementation, and measurement. E. Apostol *et al.* (2023) provide an insightful analysis of how the pandemic has reshaped the hospitality and tourism industry's approach to CE design. Their study underscores the importance of safety, hygiene, and digital innovations in creating positive customer experiences during and post-pandemic.

Despite these advancements, there remains a gap in the literature regarding the integration of explicit and implicit factors influencing CE and the development of comprehensive analytical tools for its assessment. The purpose of this article is to theoretically substantiate the conceptual model of customer experience formation in service organizations and to develop analytical tools for assessing customer experience in the hotel business. This study aims to bridge the existing gaps by providing a holistic framework for understanding and evaluating CE, ultimately contributing to improved strategic management and customer satisfaction in the service industry.

Materials and Methods

The methodology of this study is based on an interdisciplinary approach that combines the best practices of service management, relationship marketing, behavioural economics, and behavioural marketing. Customer experience in marketing science is a conceptual construct that reflects the customer's impressions of the processes of interaction with a particular product. Customer experience is holistic in nature, depending on tangible and intangible factors of its formation not only within the company but also in the market environment. The concept of the study is based on the author's understanding of behavioural marketing, the central provision of which is the methodological principle of holistic personalism (Savytska *et al.*, 2023). The principle of holistic personalism reveals the interdependence of the development of the institutional

environment and human behaviour in different roles: as a client, employee, manager.

Survey questionnaires were developed separately for hotel guests and staff. The survey covered 14 four-star hotels in Kyiv. The questionnaires included all the indicators listed in Table 3. The same number of guests and 30% of employees were surveyed in each hotel. To assess the customer experience of the hotel guest, the questionnaire asked questions to evaluate the indicators by indicators (K1, K2, K4, K5, K6). In assessing the internal customer focus of the organization, questions were asked on the indicators for K3. The Three Questions method was used to calculate marketing metrics Y2, Y3, Y4. When checking out of the hotel, guests answered three questions: "Are you satisfied with the service?"; "Are you ready to visit the hotel again?"; "Would you recommend staying at the hotel to your friends, family". The questionnaire was validated by conducting a pilot study. The questionnaires were prepared in Google Forms. Currently, there is no single methodological approach to assessing customer experience due to industry specifics and the complexity of calculating the size of the evaluation indicators. The study used a (ordinal) Likert scale in two gradations: from 1 to 5 for assessing indicators K1, K2, K3, K4, K5, K6; from 1 to 3 for the Three Questions questionnaire. Guests and staff

are surveyed in one-time period (post-COVID 2021) using an online survey. Guests filled out paper Three Questions questionnaires during check-out. To identify the range of customers who form the core of brand advocates and determine the reliability of the company's positioning in the market, the Y5 customer reliability indicator is calculated – an indicator of emotional attachment to the hotel – Y5 (Secure Customer Index). This study adhered to ethical standards, ensuring informed consent, confidentiality, and voluntary participation for all survey respondents.

The work involved conducting a survey among the customer base and employees of 14 hotels in Kyiv. After obtaining the results, the data processing stage was actually started based on the calculation of partial indices for each factor. To summarize the data, the following methods: weighted arithmetic mean; integral assessment and marketing metrics Net Promoter Score; Secure Customer Index, were used. Table 1 shows the tools used to calculate these indicators.

Correlation analysis is used to check the tightness of the relationship between the indicators. The obtained results are transformed into areas for improving the hotel service. For this purpose, the customer experience rating scale shown in Table 2 is used.

Table 1. Methods of calculating the main indicators for evaluating the client experience

Indexes	Calculation	Marking
Factors of formation of CX (K_n): K1, K2, K3, K4, K5, K6	$K_M = \left(\sum_{j=1}^i (n_j \times b) / N \right) \div i$	K_M – M-th factor of customer experience formation; n_j – the number of respondents who gave the corresponding score (from 1 to 5); N – the total number of interviewees; b – score (from 1 to 5); j – the number of indicator signs forming this factor; i – the largest number of indicators for this factor.
Expected customer experience: Y1	$Y1 = \left(\frac{(\sum_{g=1}^i (n_g \times g)) \div N}{i} \right) / 3$	Y1 – expected customer experience; n_g – the number of respondents who gave the corresponding score (from 1 to 3); N – the total number of interviewees; g – score (from 1 to 3); i – the largest number of indicator signs.
Perceived customer experience: Y2	$Y2 = \sqrt[6]{\prod_{M=1}^6 K_M}$	Y2 – an integral indicator of the perceived customer experience; K_M – M-th factor of customer experience formation.
Customer Loyalty: Y3	$Y3 = n_{sc} / N$	Y3 – the share of loyal customers in the total number of respondents; n_{sc} – the number of satisfied customers; N – the number of respondents.
Advocacy: Y4	$Y4 = n_{pr} / N$	Y4 – the share of promoters in the total number of respondents; n_{pr} – the number of promoters; N is the number of respondents.
Customer Reliability: Y5	$Y5 = n_{se} / n_{sc}$	Y5 – share of reliable customers; n_{se} – the number of customers for whom the service exceeded expectations; n_{sc} – the number of satisfied customers.

Source: compiled by the authors

Table 2. Matrix of customer experience evaluation scales

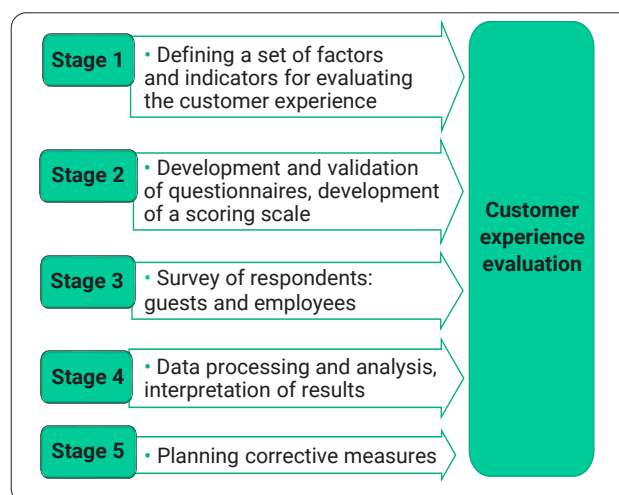
Expectations	CX ex en. Y1	CX at the time Y2	Characteristics of CX	CX ex post Y3
Were not justified	<0.64	<0.64	Negative	<0.6
Were justified	0.65-0.74	0.65-0.74	Neutral	0.61-0.74
	0.75-0.84	0.75-0.84	Positive	0.75-0.84
	0.85-0.94	0.85-0.94	Exciting	0.85-0.94
Were surpassed	0.95-1	0.95-1	Impressive	0.95-1

Source: compiled by the authors

The obtained marketing metrics allow interpreting the survey results to improve the perceived customer experience. Behavioural indicators of current customer experience Y2 (perceived CX) and future customer experience: Y3 (loyalty), Y4 (advocacy), Y5 (customer reliability) allow seeing gaps in the quality of service provision. At the stage of planning corrective measures in accordance with the identified results (closing the gaps), a combination of SERVQUAL and CustDev methods was applied (Blank, 2013). The SERVQUAL methodology by Parasuraman A., Zeithaml V., Berry L. for assessing the quality of services was used to assess the gaps between the expected and perceived quality of services. It allows integrating marketing methods of questionnaire surveys with management methods of bridging the identified gaps. The Customer Development (CustDev) methodology, proposed by S. Blank (2013) as one of the variants of a customer-oriented approach to understanding customer needs and preferences. It allows making adjustments to improve the product throughout the product life cycle, does not require significant resources, and does not affect other processes. The survey of hotel employees was conducted anonymously using a specially developed questionnaire.

Results

CXM is a strategic task of a company's management, one of the important stages of which is the analysis of customer experience. It is the process of assessing how customers perceive the entire complex of interaction with the company's products and services at various points of contact. This process can also be described as a comprehensive strategy aimed at creating and managing positive customer experiences when interacting with a company's products or services. This approach is based on a thorough study, understanding, and optimization of every aspect of the interaction between the customer and the brand. The benefits of CXM include increased customer loyalty, improved brand reputation, efficient use of resources, and increased customer satisfaction. The latter, in turn, leads to huge benefits for companies, including increased loyalty, improved reputation and revenue growth in general. CXM is conducted according to the following procedure, shown on Figure 1.

**Figure 1.** Customer experience evaluation procedure

Source: compiled by the authors

The procedure shown in Figure 1 includes the following stages: determining a set of factors and indicators to assess the impact on customer experience; developing questionnaires and scoring scales, preparing questionnaires in Google Forms, piloting and validating questionnaires; surveying respondents: guests and employees; processing and analysing survey data; interpreting the results (gaps, reserves); planning corrective measures in accordance with the results (closing gaps). Based on the behavioural theory of D. Kahneman *et al.* (1997), the experience that forms a certain value (usefulness) for the client may differ depending on the time when a person reflects on the object of interaction. The article expands the vision of experiential utility. In addition to the value (usefulness) of a product in real time, the so-called instantaneous utility (at the time) and the retrospective assessment of the existing experience of previous interaction (ex post) – the remembered utility, the authors added the expected value of the customer's product that arises before the moment of consumption (ex en.). The factors and indicators of customer experience formation were determined in accordance with the conceptual vision of the mechanism of customer experience formation. Figure 2 shows the conceptual model of customer experience formation in service organizations.

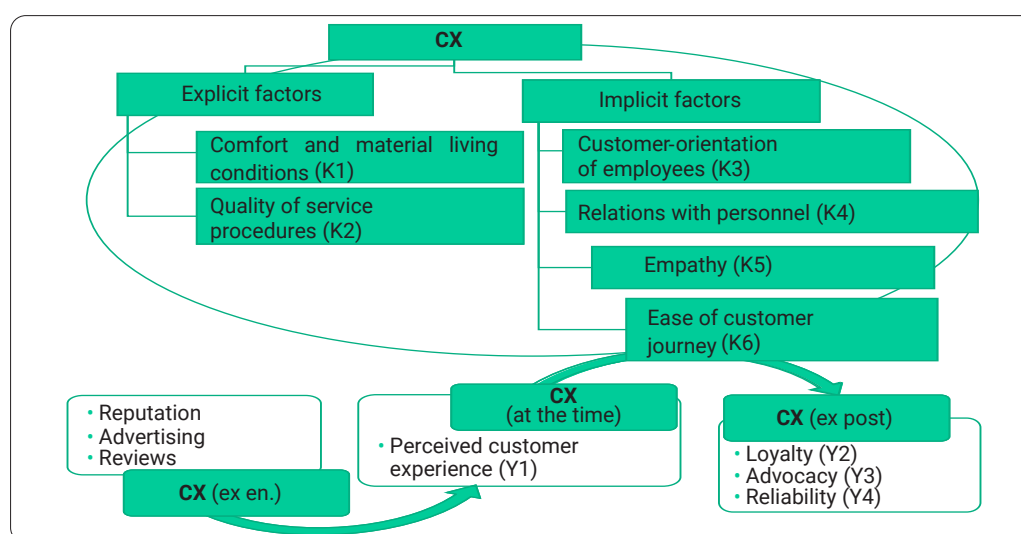


Figure 2. Conceptual model of customer experience formation in service organizations

Source: compiled by the authors

It is the value of the product for the customer, for example, hotel accommodation, which can be not only a service but also a product, that determines the choice of the company that will provide the service. For example, when choosing a hotel, a person pre-evaluates the hotel based on its reputation in the market, feedback from other customers, advertisements. At this stage, the customer forms the expected value of the customer experience. The expected value is formed in the customer's mind before the product is consumed. Accordingly, this creates initial evaluation requirements for the product, which will affect the customer experience both at the time of consumption and retrospectively, sometime after the consumption of the product.

Figure 2 shows two groups of factors: explicit and implicit. Explicit factors reflect the material focus of customer experience. These are externally expressed, explicit logistical and regulatory procedures that together determine the functional quality of hotel services. Implicit factors are the inherent factors of a person's perception of the experience

of interaction with a particular product (brand). In the context of CXM, understanding these invisible influences is important for creating effective strategies and improving customer experience. They are subjective in nature, as they reflect the emotional, sensory focus of the customer experience, which is always individual. Implicit factors include cultural influences that shape the perception of a product or service; subconscious preferences that determine customer choices; fears and associations that can influence decisions; informal social norms that define consumer expectations; and emotional factors that influence the customer's attitude towards a brand or company. For effective CXM, it is important to analyse them, taking into account every aspect of the customer experience. Uncovering these invisible influences allows for a deeper understanding of customer needs and expectations, contributing to the creation of balanced and successful CXM strategies. To evaluate them, a survey method with a set rating scale was used. Table 3 shows the system of indicators for assessing customer experience.

Table 3. A system of indicators for evaluating customer experience

Indicator		The content of the evaluated indicators	Calculation method
Explicit factors of CX formation			
K1	Comfort and quality of material living conditions	The material factor includes: comfort and equipment of the premises; development of hotel infrastructure; improvement of the territory; convenience of the location of the hotel.	Point assessment based on survey results
K2	Quality of service procedures	It is determined by the speed and efficiency of service throughout the client's journey; sanitary and hygienic safety; safety; service standards.	Point assessment based on survey results
Implicit factors of SC formation			
K3	Customer-orientation of employees	It is determined by blocks of indicators: staff satisfaction; employee involvement; internal client-orientation of the organization.	Point assessment based on survey results

Table 3, Continued

Indicator		The content of the evaluated indicators	Calculation method
K4	Relations with personnel	Includes indicators highlighting the cleanliness and appearance of employees; friendliness and attentiveness of the staff; staff's ability to communicate effectively; coordination of actions of hotel employees.	Point assessment based on survey results
K5	Empathy and care	A key indicator of understanding the client's needs and expectations (Customer Insights). It includes the following indicators: the staff's understanding of the problems faced by customers, the effectiveness of their solution; attentiveness of the staff to the needs and interests of customers.	Point assessment based on survey results
K6	Ease of customer journey	The indicator is the inverse of the customer's effort (CES – Customer Effort Score) throughout the entire interaction with the hotel product. These indicators reflect the effort that the customer spends at each stage of the interaction, in particular, for hotel search and reservation, check-in/check-out, stay in it.	Point assessment based on survey results
CX ex en.			
Y1	Expected customer experience	A marketing metric that characterizes the compliance of the received customer experience with the customer's expectations.	Summarizing indicator (weighted arithmetic mean method)
CX at the time			
Y2	Perceived customer experience	A marketing metric that characterizes the set of impressions that were formed from interaction with the product during its consumption.	Integrated indicator, (harmonic mean method)
CX ex post			
Y3	Customer loyalty	A marketing metric that characterizes the willingness of customers to purchase a service again.	The share of respondents in the total number of respondents
Y4	Advocacy	A marketing metric that characterizes the willingness of customers to recommend a product (be brand advocates).	The share of respondents in the total number of respondents
Y5	Customer reliability	Marketing metric SCI (Secure Customer Index), which characterizes the share of satisfied customers for whom the level of service quality exceeded expectations.	The share of respondents in the total number of loyal customers

Source: compiled by the authors

Table 4 presents the results of the customer experience evaluation based on responses from hotel guests and staff across 14 four-star hotels in Kyiv. The Y5 customer reliability indicator, an indicator of emotional attachment to the hotel, was calculated to identify the core of brand advocates and determine the reliability of the company's market positioning. Its high value signifies an impressive customer experience and highlights the consumer's perception of the hotel

product's distinctiveness compared to competitors. The proposed methodology for assessing customer experience was tested on 14 four-star hotels in Kyiv, with the generalised survey results presented in normalised form. Table 5 shows two laggards and two leaders in terms of customer experience. To determine the degree of relationship between the customer experience indicator and its formative factors, a correlation analysis was conducted, which is presented in Table 6.

Table 4. Scale of interpretation of respondents' evaluations

Quantitative scoring	Interpretation of quantitative assessment	Index assessment	Interpretation of index assessment
1	Not important	0	Worst
2	Not very important	0.25	Badly
3	Indifferently	0.5	Unsatisfactorily
4	Importantly	0.75	Good
5	Very important	1	Best

Source: compiled by the authors

Table 5. Results of data processing of customer and employee surveys

	K1	K2	K3	K4	K5	K6	Y2
Ramada Encore Kyiv	0.89	0.904	0.845	0.9	0.895	0.9	0.89
Bratislava	0.82	0.823	0.779	0.82	0.815	0.817	0.82
Art Hotel Bakkara	0.838	0.835	0.815	0.835	0.84	0.837	0.83
Khreshchatyk	0.864	0.855	0.835	0.855	0.86	0.86	0.85
Kyiv	0.734	0.809	0.758	0.728	0.725	0.733	0.73
President Hotel	0.832	0.833	0.822	0.833	0.83	0.833	0.82
National	0.844	0.844	0.772	0.835	0.84	0.843	0.84
Dnipro	0.71	0.7	0.73	0.71	0.7	0.71	0.71
Cityhotel	0.92	0.92	0.85	0.92	0.92	0.92	0.92
ALFAVITO	0.89	0.89	0.84	0.89	0.89	0.89	0.89
Radisson Blu Hotel	0.844	0.841	0.81424	0.84	0.84	0.837	0.84
Vozdvyzhensky	0.894	0.885	0.854992	0.893	0.89	0.89	0.88
"Staro Hotel"	0.886	0.886	0.845229	0.893	0.89	0.89	0.89
Holiday Inn	0.878	0.865	0.810046	0.873	0.87	0.867	0.87

Source: compiled by the authors

Table 6. Correlation matrix of the relationship between the perceived customer experience and the components of its formation for a sample population of hotels

	Y2	Connection	K1	K2	K3	K4	K5	K6
Y2	1							
K1	0.9861	Sturdy	1					
K2	0.9496	Sturdy	0.93437	1				
K3	0.9517	Sturdy	0.900853	0.872173	1			
K4	0.9906	Sturdy	0.996422	0.934743	0.91247	1		
K5	0.9893	Sturdy	0.998218	0.932289	0.909433	0.998331	1	
K6	0.9909	Sturdy	0.99641	0.937955	0.909339	0.998253	0.998909	1

Source: compiled by the authors

The correlation coefficients (R) presented in Table 6 exceed 0.9, which indicates a high level of connection and equal importance of the identified factors in the formation of customer experience. The data presented in Table 5 allows identifying the factors for the formation of a positive customer experience in accordance with the goals of marketing management. Out of the surveyed four-star hotels, 36% form a positive customer experience ($0.75 < Y2 < 0.84$); 50% – an exciting customer experience ($0.85 < Y2 < 0.94$) according to guests' estimates. The level of service at Ramada Encore Kyiv, Khreshchatyk, Cityhotel, ALFAVITO, Vozdvyzhensky, Staro Hotel, Holiday Inn is very good, providing an exciting customer experience. Cityhotel holds the highest position. The perceived customer experience is estimated at 0.92 points. At the same time, two of the 14 hotels surveyed – Kyiv and Dnipro – have a satisfactory level of service that meets guests' expectations, but the customer experience is in the neutral CX zone, as the value of the current perceived customer experience is in the range $0.65 < Y2 < 0.74$ (Table 4).

CXM of the hotel guest involves the collection and processing of operational information to assess the relationship between the conformity of the CX (ex en.) and the CX (at the time) of the service product provided by the hotel. For this purpose, the customer experience is periodically monitored and the expected, perceived customer experience and customer behavioural intentions are compared. For this purpose, the behavioural indicators of customer experience are compared: Y2 – perceived customer experience; Y3 loyalty and Y4 advocacy. The service of all hotels met customer expectations, as two conditions were met at once. First, the customer experience exceeded expectations. Figure 3 clearly shows that Y2 is higher than Y1. Secondly, the values of Y1 (CX ex en.) and Y2 (CX at the time) are in the range from 0.71 to 0.92. According to the proposed methodological toolkit, the situation is critical when the integral index $Y1(Y2) < 0.65$ and the customer experience is defined as negative. In the case of the authors, the guests' expectations were met. Let's turn to the evaluation criteria presented in Table 4 and compare them with the table. The assessment of

these indicators exceeds the minimum table values, which confirms the authors' conclusion that the capital's hotels, by maintaining a high level of service, mostly meet guests' expectations, and as a result, the customer experience is positive. Figure 3 shows a comparison of expected and perceived

customer experience for a sample of hotels. For all hotels, the actual (current) experience exceeded customer expectations, which indicates a systematic approach to CXM in four-star hotels, customer awareness of hotel conditions, and familiarity with reviews and presentations.

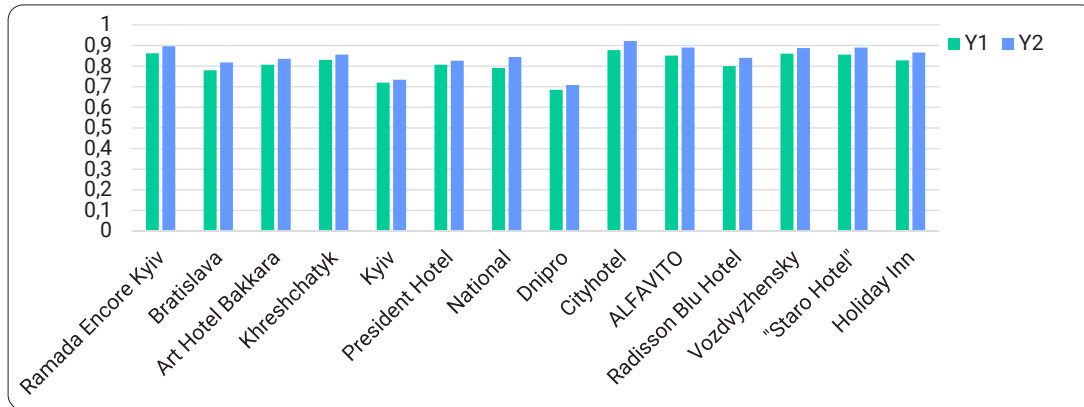


Figure 3. The results of the evaluation of the expected and perceived customer experience for a sample of hotels

Source: compiled by the authors

It should be noted that the overall satisfaction with the hotel product is quite high for the customers of the surveyed hotels. The assessment of the compliance of the presented product with the guests' expectations includes the use of a three-level scale of expectations: unjustified, justified and exceeded. For effective hotel development, it is necessary to have stable customer flows and high occupancy, which can be achieved by retaining regular customers and attracting new ones. For four-star hotels,

this means focusing on creating an exciting, engaging and memorable customer experience. The presence of such CX characteristics contributes to the formation of new behavioural intentions that ensure loyalty and advocacy among customers. In order to confirm the close relationship between the indicators Y4 customer advocacy and Y2 customer experience perception Y3 customer loyalty, a correlation matrix was built, which is presented in Table 7.

Table 7. Correlation matrix of the relationship between customer loyalty, customer orientation and perception of customer experience

	Y4	Connection density	Y2	Y3
Y4	1			
Y2	0.968738	Strong	1	
Y3	0.977468	Strong	0.988501	1

Source: compiled by the authors

According to Table 7, the pairwise correlation coefficients are in the range of 0.9-1, which corresponds to a significant density of the relationship between the indicators in the studied hotels. Loyalty is most closely related to the perceived customer experience (Fig. 4). In the sample of the surveyed hotels, which have sufficiently high indicators of customer experience perception, there is a lower level of behavioural loyalty indicators. Table 8 shows a summary of the scale data for the surveyed facilities, with two leaders and two outsiders identified based on the results of the analysis of marketing indicators. The lowest level of behavioural loyalty (Y3: 0.73 and 0.7, respectively) and the value of predictive behaviour – Y4 advocacy, 0.535 and 0.481, respectively, were revealed for Kyiv and Dnipro hotels. For these hotels, it is advisable to implement fundamental management decisions to improve the hotel service

product. For Cityhotel and ALFAVITO hotels, which have the best customer experience scores of Y3 (respectively) and Y4 (respectively), the management task is to maintain this level of service. The calculation of the Y5 indicator – customer reliability – for hotels with an exciting experience showed that it is of low importance. Overall, only 3 hotels (Cityhotel, ALFAVITO, Staro Hotel) in the surveyed population have up to 2% of followers who recognized their experience as impressive and intend to stay only at this hotel. This situation indicates a high probability that other guests may choose competitors. Thus, despite the high levels of satisfaction with the hotel product, management needs to constantly improve it. Knowing the points of interaction between the customer and the hotel allows implementing marketing management measures to create a chain of positive reactions from actual and potential

hotel guests. The classic Customer development method includes the following stages: customer discovery, customer validation, development of needs; customer creation

(Blank, 2013). To implement marketing CXM measures, it is proposed to track the customer development cycle, shown in Figure 5.

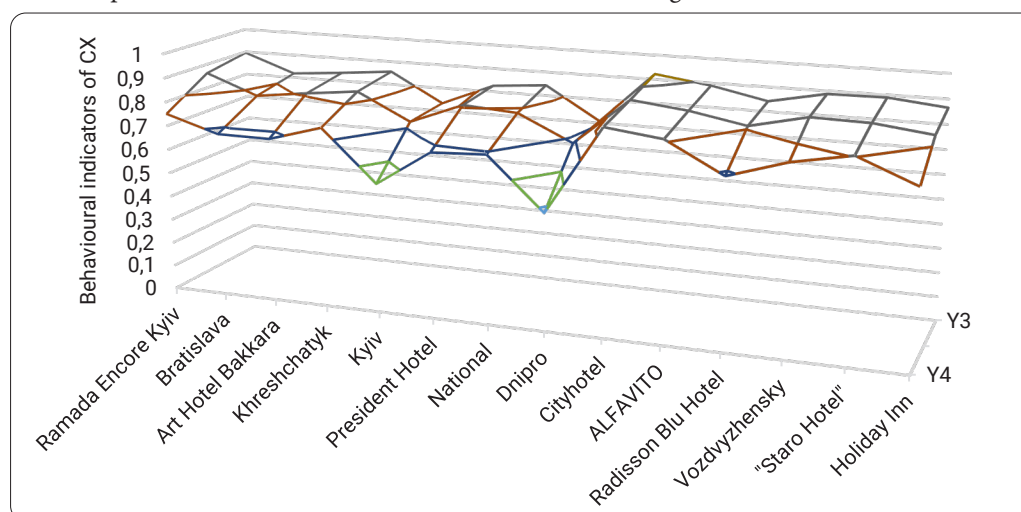


Figure 4. Behavioural indicators of customer experience of the studied hotels

Source: compiled by the authors

Table 8. Evaluation matrix of customer experience based on research results

CX expectations	Negative	Neutral	Positive	Exciting	Impressive
Were surpassed					
Were justified				Cityhotel, ALFAVITO	
Were not justified		Kyiv, Dnipro			

Source: compiled by the authors

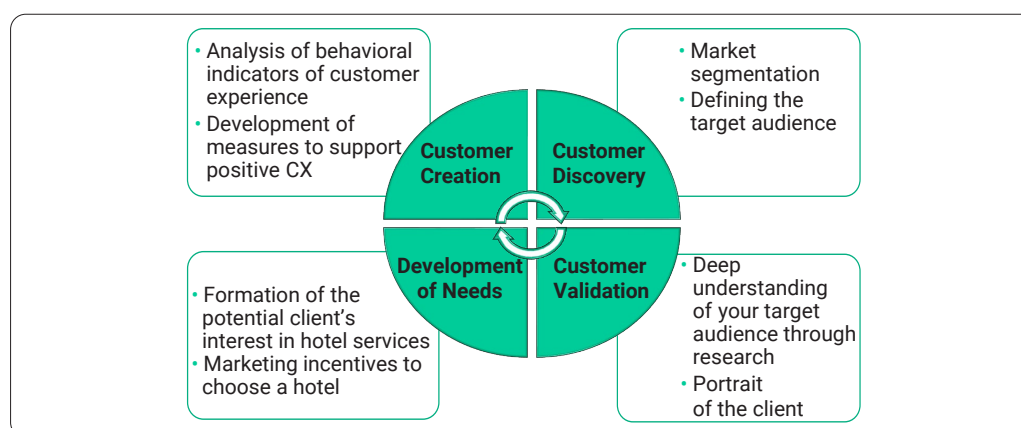


Figure 5. Application of the Customer development methodology for the analysis of the customer's journey

Source: compiled by the authors

The logical order involves a multi-stage continuous process of adopting and implementing management functions (organization, planning, control, motivation), which are ensured by monitoring and analysing customer experience; customer orientation of staff and determining behavioural indicators of customer experience. Customer experience as a set of impressions during interaction with a hotel

has a decisive impact on the level of guest loyalty (Terklenli *et al.*, 2022). CXM forms the basis of CXM's marketing strategy and increases the company's value in the eyes of the customer. The CXM process focuses on comparing the expected and current customer experience. During the customer's interaction with the hotel's services, the customer's perceived value is revealed, the quality of service and

the staff's focus on their needs and interests are assessed. These aspects are reflected in specific customer experience indicators, such as positive customer experience, loyalty, willingness to recommend the hotel to others and intention to choose this hotel in the future. A high level of CX quality (at the time) ensures an increase in hotel occupancy in the future. Knowledge of CX analytics provides businesses with concrete facts about how customers perceive the interaction with a service product. The proposed methodology for assessing the customer experience of service organizations has made it possible to identify the main factors that shape its perception by consumers (Boiko, 2023). Establishing a correspondence between CX ex en., which is formed by marketing incentives (reputation, advertising, customer reviews), and actual experience of interaction with the product, helps to reduce customer outflow and increase the reliability of the customer base. As each customer's experience is personal, and each customer may have different impressions, it is important to conduct surveys periodically to identify general trends in guest satisfaction and to identify strengths and weaknesses in the customer experience.

Discussion

Regular CXM research is key to the success of any company. As part of the study, the attitudes of customers and employees towards selected hotels in Kyiv were assessed, which allowed drawing some conclusions. Based on the analysis, some recommendations for improving CXM strategies can be identified. It remains so important for companies to create a comprehensive framework for assessing customer experience that covers both explicit and implicit factors. Explicit factors, such as material and technical procedures, should be clearly defined, while implicit factors, such as cultural influences and emotional aspects, should be carefully analysed. In addition, expected values from respondents' answers should be included to understand how different they are from the current level of understanding of product satisfaction. The emotional component of customer experience should also be taken into account in surveys: implicit influences, such as cultural factors, as well as fear or anxiety, can play a crucial role in shaping respondents' answers and their attitudes towards goods, objects, products (Ihnatenko *et al.*, 2022). In addition, companies should pay more attention to the study of theories, in particular behavioural theories, as this can improve the efficiency of the survey and make its results more accessible for use. Further improvement of the company's activities should be constant and continuous. It is also worth noting that such surveys should be conducted on a regular basis to maximize the results. This will allow tracking trends in customer and employee satisfaction. Adherence to such recommendations will not only increase the effectiveness of the research methodology, but will also improve the business results of the target companies in general.

The impact of customer experience factors on well-being (customer joy and satisfaction) was studied by C. Xie *et al.* (2022). The researchers studied the impact of three

main factors – convenience, productivity, and relationships (between customers and staff) on Consumer Well-Being (CWB). They showed that while productivity directly or indirectly influenced CWB, other factors had an impact through the component of joy and satisfaction (with the product or service). Thus, the customer service experience shapes CWB to a large extent, emphasizing the complex interaction between the factors identified by the author and the level of customer satisfaction. In view of this, the researchers recommend that companies pay much more attention to how the above factors affect customer well-being. It is worth noting that the work on analytical tools for assessing customer experience did not focus so much on these components, but it is worth noting that they also play a significant role. In addition, the CXM methodology applied in this study also proved to be quite effective in assessing the level of customer satisfaction, and also confirmed the fact that this component has a significant impact on the further use of a product or service by customers in the future (Polinkevych, 2023).

S. Maklan & P. Klaus (2011) evaluated marketing research based on customer experience. In general, the authors of the study concluded that managers of enterprises and departments should pay more attention to how customers react to their products or services, i.e. to study the level of their own interest in the produced good. Moreover, in their opinion, improving customer experience should become the main strategic goal of an enterprise, given the significant amount of positive impact it can bring to the company in the long run. Nevertheless, researchers still recommend paying attention to some important components when making such assessments. For example, customer experience is still difficult to measure, as it is a more complex component than other (more traditional) product or product quality characteristics (Smutchak *et al.*, 2023). Researchers must independently identify the product performance indicators and attributes that are important to them in order to assess financial performance, but even then, they cannot be sure that they will do so correctly. In addition, each of these studies is always unique, as it must take into account not only the specifics of a particular business, but also the target audience. Moreover, since their results rely primarily on the results of surveys, the quality of their conduct also plays a significant role. Researchers have to pay attention to all sorts of minor factors that can affect respondents' responses at the moment to maximize the reliability of the results. However, this is also not always possible. In the paper on the study of the methodology for assessing customer experience on the example of Kyiv hotels, it was described in some detail how the study would be conducted, why certain scales were chosen, the questions were described in detail. The reason for this is precisely because it is impossible to process the results and explain what they may mean for the company without an initial detailed description of the methodology. Thus, it is worth agreeing with the results obtained by the authors in the study.

The concept of customer experience and the possibility of using a multimodal approach for it were studied by

D. Zha *et al.* (2023). The study revealed the modular nature of the CXM concept, emphasizing its evolution in service marketing, experiential marketing, and branding. The researchers noted that this is consistent with the principles of evolutionary psychology and organizational theory, in particular with the modular approach used in complex system analysis. Thus, the paper presents a modular view of CXM (as a strategic tool for firms to shape their future development strategy). The researchers conclude that the use of the approach together with the modular structure will allow solving consumer problems more effectively and increase the success of the company's products in the market. Nevertheless, it is still difficult to say how effective the modular approach will be within the CXM concept (Jalilova, 2024). The methodology proposed in the study on the assessment of hotels in Kyiv is also quite effective and allows achieving the goals set by the company. Thus, it is worth conducting an empirical study using the approach proposed by the authors in order to assess the benefits described by them.

CX methodology in retail was studied by C. Bascur & C. Rusu (2020). They noted that in the modern business landscape, more and more attention is paid to how companies present their products, systems, and services to customers, which is due to the wider spread of CXM. The authors' research has shown that, despite the popularity of the concept, there are still no unified approaches to how research on this topic should be conducted. In other words, as mentioned above, each study related to CX analysis is largely individual and largely depends on the approaches chosen by researchers, the requests of the company (at the request of which the study is conducted). Thus, researchers recommend developing a unified methodology for conducting this type of research. It is worth noting that the methodology used in the study of CX among Kyiv hotels was also largely original. And although it was able to cope with these tasks quite effectively, it is possible to agree that in the future, it would be much easier to conduct similar studies according to a more standardized plan. However, it is worth noting that such a methodology must first be evaluated by many scientists in their work and tested in practice, which may take years. Therefore, the only way out now is to develop our own approach to CXM.

Conclusions

Thus, CXM is an important aspect of a company's strategic management, involving a thorough analysis of customer interaction with products and services at various points of interaction. This comprehensive strategy is aimed at creating and controlling positive customer experiences throughout the customer journey, contributing to increased loyalty, brand reputation, resource efficiency and customer satisfaction. It has several key stages, which, if followed, will help achieve the desired results from the methodology and thus optimize the company's performance.

The article provides a significant improvement in the understanding of empirical utility by introducing the concept of expected value (ex en.) along with instantaneous

utility, remembered utility (ex post) and real-time value. One of the conceptual models describes the formation of customer experience in service organizations, identifying explicit and implicit factors that influence customer perception. Based on the work done in this area, it can be concluded that implicit factors rooted in individual and emotional aspects require careful analysis before they are analysed in the framework of CXM.

The study assessed the level of service satisfaction in Kyiv hotels based on a sample of 14 properties. The results confirmed the strong correlation and equal importance of the identified factors in shaping the customer experience. The analysis differentiated hotels based on customer perceived experience and loyalty. In addition, conclusions were drawn on which components should be improved. In particular, several hotels with satisfactory service levels, but neutral customer experience were identified, indicating the need for strategic improvements (for the long term).

Overall, it can be concluded that this type of research plays an important role in generating new customers and improving the attitude of the old ones. In addition, by constantly monitoring and analysing customer experience, organizations can implement targeted marketing activities to create a positive image of their company among guests. It was concluded that it is crucial for companies to create a comprehensive framework for assessing customer experience, taking into account both explicit (logistical procedures) and implicit factors (cultural influences and emotions). In addition, taking into account the expected values from respondents' answers is important for understanding the level of satisfaction, and given the emotional component of customer experience, research should be taken seriously, ensuring that external factors have minimal impact on the final results.

The carried out research and empirical testing of the proposed tools for assessing the customer experience of service organizations allows using marketing management tools to improve the customer journey at each point of interaction. The tools disclosed in the article can be used in further research, as they serve as a basis for developing marketing programmes for CXM. The use of the proposed methodology, as well as the formation of a single template for conducting such studies, is also currently relevant, as this will minimize its shortcomings and allow for wider implementation in practice. Future research should explore the impact of emerging digital technologies on customer experience, examine cultural and emotional factors across different demographics, and develop advanced tools for real-time assessment. Longitudinal studies on the long-term effects of CXM interventions on business performance are also recommended.

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Conflict of Interest

None.

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Аналітичні інструменти оцінки клієнтського досвіду в контексті управління маркетингом сервісних компаній

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Анотація. Природа сервісних організацій апіорі розглядається через призму клієнтоорієнтованості. Метою даного дослідження є теоретична розробка моделі формування клієнтського досвіду сервісних організацій на концептуальному рівні та проведення дослідження з використанням розробленого інструментарію його оцінки на прикладі готельного бізнесу. Основні результати ґрунтуються на принципі холістичного персоналізму та отримані з використанням методів польового маркетингового дослідження, анкетного опитування респондентів, бального та індексного методу. Дані були оброблені та проаналізовані з використанням статистичного кореляційного аналізу, графічного та матричного підходів. Для формування ланцюжка позитивних реакцій споживачів використано методологію Customer development. Обґрунтовано концептуальну модель формування клієнтського досвіду в сервісних організаціях, що базується на принципах поведінкової теорії. На прикладі готелів виділено 2 групи факторів, що формують клієнтський досвід: явні та неявні, та включено 6 факторних ознак. Виділено три типи клієнтського досвіду: до моменту споживання продукту – очікуваний досвід (CX ex en.), в момент споживання – як сприйнятий клієнтський досвід (CX at the time) та наміри щодо майбутнього споживання сервісного продукту (CX ex post). Для їх оцінки запропоновано 4 маркетингові метрики, що дозволяють оцінити кожен тип клієнтського досвіду. Для інтерпретації результатів значення показників масштабуються. Проведене тестування запропонованої методики на вибірці з 14 чотиризіркових готелів підтвердило гіпотези дослідження. Запропонована теоретична концепція та інструментарій оцінки можуть бути використані для розробки маркетингових програм управління клієнтським досвідом (СХМ)

Ключові слова: оцінка досвіду користувача; виконання послуги; стратегії утримання; холістичний підхід; поведінка клієнтів
