

УДК 338.48:640.412:008

DOI: <https://doi.org/10.30838/EP.218.103-112>**Mamotenko Daria**

PhD in Economic Sc.

National University «Zaporizhzhia Polytechnic»

Мамотенко Д.Ю.

кандидат економічних наук

Національний університет «Запорізька політехніка»

<https://orcid.org/0000-0001-7945-8628>**Gurova Darya**

PhD in Geography Sc.

National University «Zaporizhzhia Polytechnic»

Гурова Д.Д.

кандидат географічних наук

Національний університет «Запорізька політехніка»

<https://orcid.org/0000-0002-3180-0348>**Zaitseva Valentyna**

PhD in Pedagogical Sc.

National University «Zaporizhzhia Polytechnic»

Зайцева В.М.

кандидат педагогічних наук

Національний університет «Запорізька політехніка»

<https://orcid.org/0000-0003-3590-1573>

ENHANCING TOURIST SERVICE ORGANIZATION IN HOTEL ENTERPRISES THROUGH CUSTOMER JOURNEY MAPPING AND CULTURAL HERITAGE INTEGRATION

The article addresses the integration of cultural heritage into tourist service organisation in hotel enterprises through the Customer Journey approach. The purpose of the study is to substantiate the conceptual foundations of such integration and to develop the Cultural Customer Journey for Hotels (CCJH) model. The study is conceptual and methodological in nature and applies analysis, synthesis, scientific generalisation, systematisation, and conceptual modelling. The CCJH model structures cultural heritage integration across the interconnected Pre-Stay, Stay, and Post-Stay stages and uses Customer Journey Mapping as a tool for identifying and analysing relevant hotel–guest touchpoints. The model distinguishes between cultural elements directly provided by the hotel and destination-based cultural experiences facilitated through partnerships with cultural and tourism stakeholders. A methodological toolkit links Customer Journey stages, cultural integration tools, expected outcomes, and culture-specific KPIs complemented by general service, behavioural, and economic indicators. The proposed model can be used by hotel enterprises to design culturally oriented guest interactions, coordinate cooperation with destination stakeholders, and monitor the implementation of cultural heritage integration initiatives. Further research should focus on empirical validation of the CCJH model across different hotel categories and destination types.

Keywords: hotel enterprise; tourist service organisation; Customer Journey; Customer Journey Mapping; Customer Experience; cultural heritage; CCJH; service design; KPI.

JEL Classification: L83, M31, Z32.

УДОСКОНАЛЕННЯ ОРГАНІЗАЦІЇ ОБСЛУГОВУВАННЯ ТУРИСТІВ У ГОТЕЛЬНИХ ПІДПРИЄМСТВАХ НА ОСНОВІ CUSTOMER JOURNEY MAPPING ТА ІНТЕГРАЦІЇ ІСТОРИКО-КУЛЬТУРНОЇ СПАДЩИНИ

Актуальність дослідження зумовлена необхідністю пошуку нових підходів до організації обслуговування туристів у готельних підприємствах, орієнтованих не лише на забезпечення функціональної якості послуг, а й на формування цілісного клієнтського досвіду та посилення взаємозв'язку готелю з культурним середовищем туристичної дестинації. Історико-культурна спадщина в цьому контексті може виступати ресурсом диференціації готельного продукту та створення додаткової культурної, освітньої й емоційної цінності для гостя. Метою дослідження є обґрунтування концептуальних засад інтеграції історико-культурної спадщини в Customer Journey та розроблення моделі Cultural Customer Journey for Hotels (CCJH). Дослідження має концептуально-методичний характер. Для досягнення поставленої мети використано методи аналізу, синтезу, наукового узагальнення та систематизації для визначення взаємозв'язків між організацією готельного обслуговування, клієнтським досвідом та використанням історико-культурної спадщини; концептуальне та структурно-логічне моделювання – для розроблення моделі CCJH та формування методичного інструментарію її реалізації. Customer Journey Mapping використано як інструмент структурування й аналізу етапів, точок контакту та взаємодій туриста з готельним підприємством. За результатами дослідження розроблено модель CCJH, яка охоплює взаємопов'язані етапи Pre-Stay, Stay та Post-Stay і передбачає наскрізну інтеграцію історико-культурної спадщини в релевантні точки контакту з гостем. У межах моделі розмежовано культурні елементи, які безпосередньо формуються та надаються готелем, і культурні послуги та враження туристичної дестинації, доступ до яких готель забезпечує як посередник через інформаційну підтримку, рекомендації, допомогу в бронюванні та партнерську взаємодію з культурними й туристичними організаціями. Сформовано методичний інструментарій, який встановлює взаємозв'язок між етапами Customer Journey, способами інтеграції історико-культурної спадщини, очікуваними результатами та рекомендованими показниками моніторингу. Запропоновано використання культурно орієнтованих KPI для оцінювання залученості гостей до культурного контенту, пропозицій, елементів готельного сервісу та культурних активностей дестинації у поєднанні із загальними сервісними, поведінковими й економічними показниками. Практична цінність отриманих результатів полягає у можливості використання моделі CCJH готельними підприємствами для проєктування культурно орієнтованої взаємодії з гостями на різних етапах Customer Journey, вибору релевантних інструментів інтеграції історико-культурної спадщини, розвитку партнерства з культурними й туристичними стейкхолдерами дестинації та формування системи показників для моніторингу результатів реалізації відповідних заходів.

Ключові слова: готельне підприємство, організація обслуговування туристів, Customer Journey, Customer Journey Mapping, Customer Experience, історико-культурна спадщина, Cultural Customer Journey for Hotels (CCJH), дизайн сервісу, KPI.

Problem statement. The contemporary tourism and hospitality industry is developing amid the recovery of global tourist flows, digital transformation, and changing consumer expectations. According to UN Tourism, international tourist arrivals reached 1.52 billion in 2025, representing a 4% increase compared with 2024 [1]. According to the World Travel & Tourism Council, the Travel & Tourism sector is projected to contribute approximately USD 12 trillion to the global economy in 2026, accounting for 9.9% of global GDP [2]. At the same time, tourists are increasingly seeking not only high-quality core services but also authenticity and stronger connections with local environments. According to Booking.com research, 77% of travellers seek experiences that are representative of local culture [3]. These trends highlight the need for hotel enterprises to identify ways of creating differentiated customer experiences by leveraging destination resources.

Changing consumer expectations are also transforming the organisation of hotel services: alongside the standardisation of individual service processes, increasing

importance is being placed on managing the entire customer journey before, during, and after a guest's stay. Customer Journey Mapping (CJM) provides a framework for structuring this journey, identifying key touchpoints, and revealing opportunities for their personalisation [4; 5]. The cultural heritage of a destination represents a promising resource for such service design. Studies of heritage hotels and cultural boutique hotels demonstrate the importance of historical settings, architecture, traditions, and storytelling in shaping customer experience and the perceived value of the hotel product [6; 7]. Accordingly, cultural heritage can be viewed not merely as a component of the excursion offering, but as an element integrated across different stages of the Customer Journey.

For Ukraine, this approach is particularly relevant in the context of tourism recovery, digital transformation, and the preservation of cultural identity. The authors' previous research has demonstrated the potential of digital technologies for personalising tourism services and presenting the natural, historical, and cultural resources of destinations

[8]. At the same time, national strategic documents orient tourism development towards building a competitive tourism product and strengthening Ukraine's tourism brand [9], while cultural policy focuses on preserving and harnessing the potential of culture and cultural heritage for territorial development [10].

Thus, the research problem lies in the insufficient methodological development of approaches that combine holistic Customer Journey management with the systematic integration of cultural heritage into the organisation of hotel services. This necessitates the development of a conceptual model, a methodological toolkit for its implementation, and a system of performance indicators, which together form the basis of the Cultural Customer Journey for Hotels (CCJH) model proposed in this study.

Analysis of recent research and publications. The issue of improving the organisation of tourist services in hotel enterprises is increasingly addressed in contemporary research through the concepts of Customer Experience and Customer Journey, service personalisation, the digitalisation of touchpoints, and consideration of consumers' cultural characteristics. A significant contribution to the systematisation of scholarly approaches to the Customer Journey in tourism and hospitality has been made by F. Mirza, D. H. Ting, A. Z. Abbasi, R. A. Rather, and Y. K. Dwivedi. Based on a bibliometric analysis of 519 publications indexed in Scopus and a systematic review of 41 industry-specific studies, the authors identified five key areas of Customer Journey research: pre-travel planning, touchpoints and interactions, the emotional customer journey, post-experience engagement, and sustainability [11]. This approach broadens the understanding of the Customer Journey from a representation of the sequence of interactions with an enterprise to a comprehensive analytical framework encompassing different stages and contexts of tourist interaction.

The development of the Customer Journey concept is closely associated with the transformation of customer experience management under the influence of digital technologies. Based on a systematic review of 35 empirical studies published between 2014 and 2024, J. Cheng, H. Liu, and I. P. Tussyadiah systematised the technological, environmental, marketing, and customer-related factors shaping Customer Experience and demonstrated the increasing complexity of guest interactions with hotel enterprises in the context of service digitalisation [12]. Ukrainian studies also emphasise the importance of modern technologies for improving hotel management, personalising customer interactions, and enhancing service quality [15; 20]. This substantiates the need to move beyond the use of isolated digital solutions towards managing an interconnected system of digital and personal touchpoints throughout the Customer Journey.

An important direction in the development of hotel services is the personalisation of interactions according to tourists' characteristics and travel patterns. Based on an analysis of 117,128 online reviews, F. Hu identified differences in the perception of service encounters among different groups of guests [13]. In particular, business travellers tend to focus more on core hotel services, reception, and

the overall level of service, whereas leisure travellers pay greater attention to extended services, including destination information, travel recommendations, excursions, and transport services. These findings substantiate the need to differentiate touchpoints and extend hotel–tourist interactions beyond the traditional accommodation service.

The cultural determinants of hotel service perceptions are also becoming increasingly important. E. Wąsowicz-Zaborek, based on an analysis of 11,089 online guest reviews, identified differences in the importance attributed to individual components of the hotel product depending on guests' national and cultural characteristics [14]. The relationship between hotel product attributes, cultural differences, Customer Experience, and customer satisfaction is also evident in the cross-cultural analysis of theme hotel reviews conducted by X. Zhang, J. Yu, and H.-S. Kim [16]. These findings confirm the need to account for the cultural heterogeneity of tourism demand when designing service offerings and personalising key touchpoints.

Another strand of academic discourse concerns the use of cultural heritage as a resource for shaping tourism and hotel experiences. R. Baniya and B. Thapa emphasise the importance of historical heritage, architecture, traditions, and place-specific characteristics in shaping visitor experiences in heritage hotels [6], while I. Piriyaikul and R. Piriyaikul reveal the potential of storytelling and co-design for creating customer value in cultural boutique hotels [7]. L. Wang, W.-Q. Ruan, and Y.-Q. Li extend the digital dimension of this research by examining the potential of AI-based heritage interpretation to deepen cultural experiences and shape tourists' cultural memory [17]. In the Ukrainian context, M. V. Khokhlov examines cultural heritage tourism through the lens of contemporary challenges and opportunities for preserving intangible cultural traditions [18]. Taken together, these findings provide grounds for considering cultural heritage not merely as a tourist attraction or an element of hotel product thematisation, but as a potential resource for creating value within the customer experience.

Within Ukrainian academic discourse, the relationship between tourism and recreational resources, economic efficiency, and modern technologies has been examined by D. D. Gurova, D. Yu. Mamotenko, and V. L. Pruss [8]. The authors substantiate the role of GIS, AI, VR/AR, online booking systems, digital marketing, and mobile applications in transforming tourism activities, enhancing customer experience, and facilitating the use of natural, historical, and cultural resources of destinations. At the same time, the study by R. P. Sherstiuk, I. I. Stoiko, and M. M. Sheveliuk demonstrates the importance of service quality standards in shaping customer satisfaction and loyalty in the hospitality industry [19]. This highlights the need not only to design new service solutions but also to develop a system of indicators that enables hotel enterprises to monitor the performance of their implementation.

Thus, the analysis of the academic literature reveals several interconnected research streams: Customer Journey management and key touchpoints [4; 5; 11], the digital transformation of Customer Experience and the technological development of hotel services [8; 12; 15; 20],

personalisation and the cultural determinants of hotel service perceptions [13; 14; 16], the use of cultural heritage, authenticity, and digital interpretation tools in shaping tourism experiences [6–8; 17; 18], and the relationship between service quality, customer satisfaction, and loyalty [19]. However, within the literature analysed in this study, the integration of Customer Journey Mapping and cultural heritage is addressed primarily through individual aspects of customer experience, personalisation, digitalisation, heritage interpretation, and service quality. Although existing studies provide important conceptual and empirical foundations for understanding these dimensions, comparatively less attention is given to frameworks that explicitly structure the integration of a destination's cultural heritage across the Pre-Stay, Stay, and Post-Stay stages of the hotel Customer Journey and link specific cultural integration tools with corresponding service, behavioural, and economic monitoring indicators. This provides the conceptual basis for developing the Cultural Customer Journey for Hotels (CCJH) model proposed in this study.

The purpose of the article is to substantiate the theoretical and methodological foundations for enhancing the organisation of tourist services in hotel enterprises through Customer Journey Mapping and to develop the authors' Cultural Customer Journey for Hotels (CCJH) model, which provides for the systematic integration of a destination's cultural heritage into the guest journey.

To achieve this purpose, the following objectives were set: to synthesise contemporary approaches to Customer Journey management in hotel services; to substantiate cultural heritage as a resource for shaping customer experience; to develop the CCJH model and a methodological toolkit for its implementation; and to establish a system of recommended service, behavioural, economic, and culture-specific KPIs for monitoring its implementation performance.

Research methods. Methods of analysis, synthesis, and scientific generalisation were used to identify the theoretical relationships between Customer Journey management, hotel service organisation, customer experience, and the integration of destination cultural heritage. Method of structural and comparative reasoning was applied to systematise the key analytical dimensions underlying the proposed CCJH framework. Conceptual and structural-logical modelling was used to develop the Cultural Customer Journey for Hotels (CCJH) model and to structure the relationships among Customer Journey stages, hotel-related touchpoints, cultural heritage integration tools, expected outcomes, and monitoring indicators.

Presentation of the main results of the study. The organisation of tourist services in a hotel enterprise encompasses interconnected service, organisational, and communication processes through which the hotel interacts with its guests. The contemporary customer-oriented approach extends the traditional operational understanding of hotel

service by complementing standardisation and quality control with the management of the overall customer experience. According to the Customer Journey concept, this experience is shaped through a system of interconnected touchpoints before, during, and after the guest's stay, with individual touchpoints differing in their influence on guest satisfaction and subsequent behaviour [4; 5; 11].

In this study, Customer Journey refers to the sequence of interactions and experiences through which a tourist engages with a hotel enterprise before, during, and after the stay. Customer Journey Mapping (CJM), in turn, is understood as a method for visualising and analysing this journey by structuring its stages, touchpoints, channels of interaction, and associated customer experiences [4; 5; 11].

This necessitates combining the standardisation of core service processes with the personalisation of key interactions according to tourists' needs and cultural characteristics [13; 14; 16]. At the same time, digital technologies expand the opportunities for such personalisation [12; 15; 20], while the quality of service interactions is associated with customer satisfaction and loyalty [19].

On this basis, enhancing the organisation of tourist services in hotel enterprises is proposed to be understood as a process of comprehensive transformation of a hotel enterprise's service, organisational, and communication processes aimed at ensuring a seamless and personalised customer experience at all stages of interaction with tourists through the systematic management of touchpoints, the coordination of digital and personal interactions, and the integration of tourism destination resources into the hotel product's value proposition.

The proposed definition comprises three interconnected components of hotel service enhancement: holistic Customer Journey management, personalisation of key touchpoints, and integration of tourism destination resources. Cultural heritage is of particular importance, as history, architecture, traditions, local identity, and storytelling can contribute to the customer and emotional value of the hotel experience [6–8; 18], while digital technologies broaden the possibilities for interpreting cultural heritage and incorporating it into interactions with tourists [17]. Accordingly, cultural heritage should be considered not only as an external tourism and excursion resource but also as a potential component of a hotel enterprise's service design.

To identify the possibilities for cultural heritage integration into hotel–guest interactions, the tourist Customer Journey was first structured into its principal stages and touchpoints. Drawing on contemporary approaches to Customer Journey research in the hotel industry [4; 5; 11; 13], Customer Journey Mapping was used as a conceptual tool to represent the sequence of interactions from the initial emergence of travel interest to post-stay interaction with the hotel enterprise (Fig. 1).

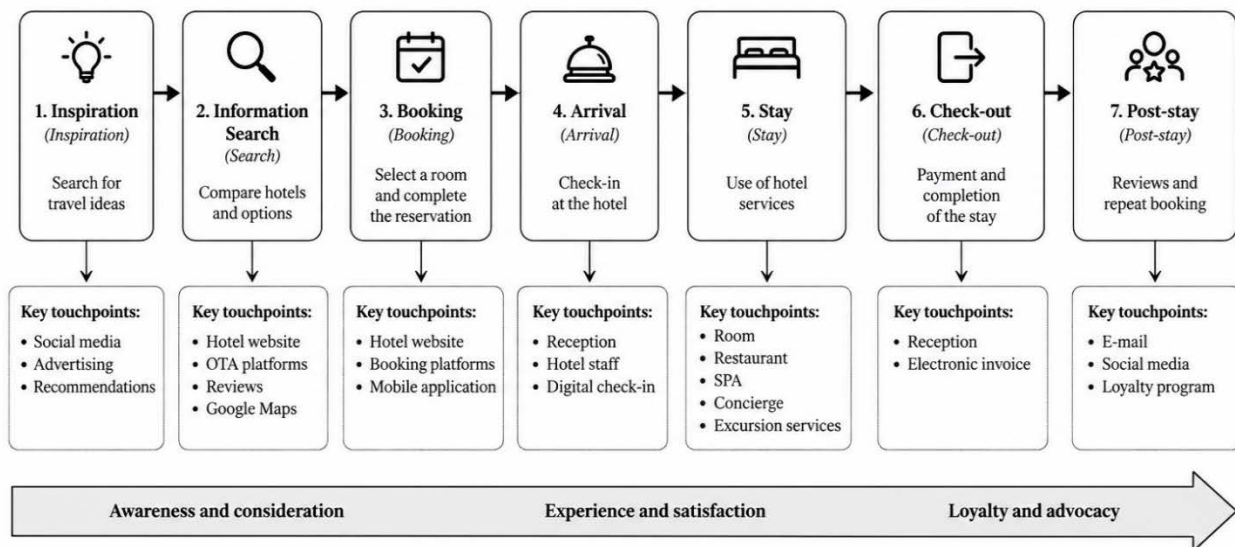


Fig. 1. Customer Journey map of a hotel guest

Source: compiled by the authors based on [4; 5; 11; 13]; ChatGPT (OpenAI, 2026) was used for visualisation.

As shown in Fig. 1, the Customer Journey comprises interconnected stages and touchpoints before, during, and after a tourist's stay at a hotel, combining digital and personal channels of interaction [4; 5; 11–13; 15]. At the same time, the literature considered in this study approaches Customer Journey management, service personalisation, digitalisation, and cultural heritage integration from different analytical perspectives [4–8; 11–18]. These studies provide a substantial theoretical basis for understanding individual dimensions of the hotel guest experience. Building on these contributions, the present study focuses

specifically on structuring cultural heritage integration across interconnected Customer Journey stages and hotel-related touchpoints. For this purpose, the authors propose the Cultural Customer Journey for Hotels (CCJH) model, which combines Customer Journey Mapping with the systematic integration of cultural heritage into relevant touchpoints—from generating interest and booking to the stay itself and post-stay communication. Within the model, cultural heritage is conceptualised as a cross-cutting component of service design and customer value creation (Fig. 2).

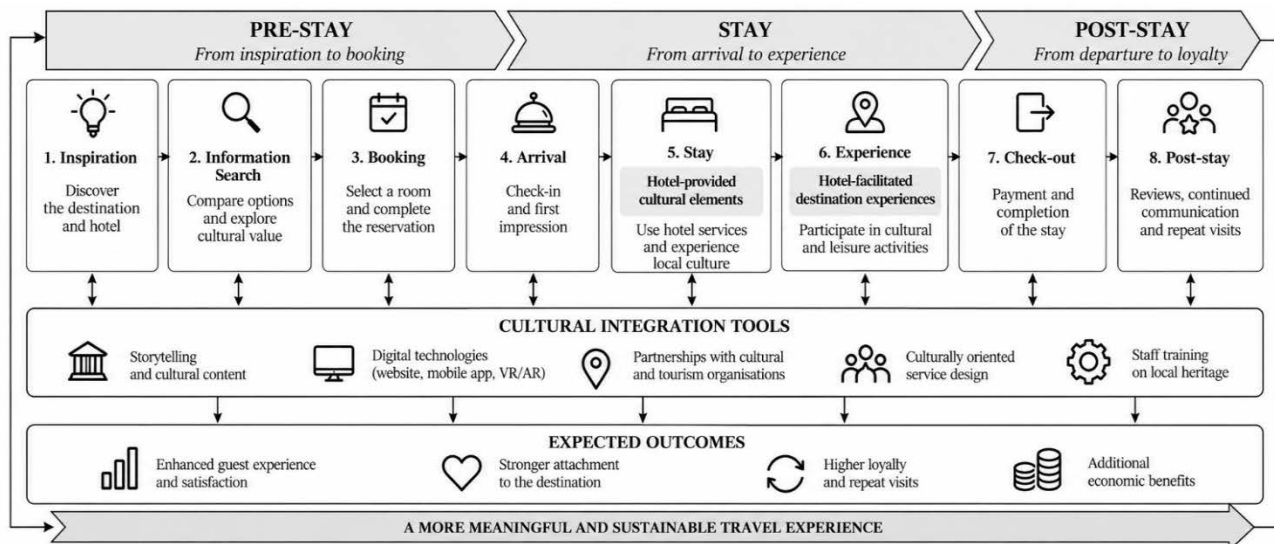


Fig. 2. Cultural Customer Journey for Hotels (CCJH): an authorial model for integrating cultural heritage into hotel service organization

Source: developed by the authors based on [5–8; 11–18]; ChatGPT (OpenAI, 2026) was used for visualisation.

The proposed Cultural Customer Journey for Hotels (CCJH) model uses Customer Journey Mapping as a conceptual tool for structuring the cross-cutting integration of a destination's cultural heritage into hotel-related touchpoints across the Pre-Stay, Stay, and Post-Stay stages. Cultural heritage is viewed not as a separate supplementary product but as a resource for service design and the

development of the hotel's value proposition, complementing the functional dimension of service with cultural, educational, and emotional value [6–8; 17; 18].

The model comprises three interconnected macrostages: Pre-Stay, Stay, and Post-Stay. At the Pre-Stay stage, cultural integration is primarily achieved through storytelling, digital content, and information about the

destination's history, gastronomy, and cultural resources; at the Stay stage, cultural integration may be implemented through hotel-provided elements, such as culturally oriented service design, local gastronomy, and heritage interpretation, as well as through facilitated access to destination-based cultural experiences, including excursions, museums, workshops, cultural events, and other cultural products offered in cooperation with external partners. At the Post-Stay stage, cultural integration is primarily supported through personalised communication, cultural content, and offers designed to encourage repeat visits. Cross-cutting CCJH tools include digital technologies, storytelling, partnerships with cultural and tourism organisations, culturally oriented service design, and appropriate staff training. The specific set of tools is determined by the type of hotel, the characteristics of the destination, and the target guest segments.

Within the CCJH model, a distinction is made between hotel-provided services and destination-based cultural services. Hotel-provided services comprise activities that are directly organised and delivered by the hotel, whereas destination-based cultural services, such as museum visits, excursions, workshops, and cultural events, may be provided by external cultural, tourism, or community organisations.

In the latter case, the hotel does not act as the direct service provider but as a facilitator and intermediary that connects guests with relevant destination stakeholders through information support, recommendations, booking assistance, partnerships, and integrated cultural offers. Thus, the CCJH model incorporates destination-based cultural experiences into the Customer Journey without treating them as hotel services per se.

The implementation of CCJH may create favourable conditions for enhancing customer experience, strengthening tourists' attachment to the destination, encouraging repeat visits, and generating additional economic benefits. As the model is conceptual and methodological in nature and requires further empirical validation, its subsequent empirical evaluation should rely on a system of measurable service, behavioural, economic, and culture-specific indicators.

For the practical implementation of the model, a methodological toolkit has been developed to establish the relationships between the stages of the Customer Journey, approaches to cultural heritage integration, expected outcomes, and recommended KPIs for performance monitoring (Table 1).

Table 1

Methodological Toolkit for Implementing the Cultural Customer Journey for Hotels (CCJH) Model

Customer Journey Stage	Service Organisation	Cultural Heritage Integration	Expected Outcome	Recommended KPIs
1. Inspiration (Pre-Stay)	Creating interest in the hotel and destination	Storytelling; local history, architecture, and cultural video content	Increased interest in the destination and its cultural offer	Cultural Content Engagement Rate; CTR of Culture-Related Content
2. Information Search (Pre-Stay)	Information support for decision-making	Cultural routes; attraction maps; events; gastronomy	Reduced information uncertainty; increased engagement with cultural information	Cultural Content Engagement Rate; Cultural Information Page Conversion Rate
3. Booking (Pre-Stay)	Booking and pre-arrival communication	Welcome e-mail; cultural guide; personalised cultural recommendations	Formation of expectations; engagement with culture-related offers	Booking Conversion Rate; Cultural Offer Conversion Rate
4. Arrival (Stay)	Check-in and initial orientation	Local design; welcome materials; cultural guide	Positive first impression; perceived authenticity of the hotel experience	Check-in Satisfaction Score; Cultural Welcome Experience Rating
5. Stay	Core hotel services and guest interaction	Local gastronomy; storytelling; culturally oriented interior and service elements; digital heritage interpretation	Culturally enriched hotel experience; differentiation of the hotel product	Guest Satisfaction Score; Cultural Experience Satisfaction Score; Cultural Service Engagement Rate
6. Experience (Stay)	Facilitation of access to destination-based cultural experiences through recommendations, booking assistance, and partnerships	Excursions; museum visits; workshops; cultural events; partner cultural programmes	Enhanced cultural engagement; stronger hotel–destination connection	Cultural Activity Participation Rate; Partner Offer Conversion Rate; Cultural Experience Satisfaction Score
7. Check-out (Stay)	Service completion and feedback collection	Cultural feedback prompts; local souvenir or digital cultural content	Evaluation of the cultural component of the stay; willingness to recommend	NPS; Cultural Experience Rating; Cultural Experience Recommendation Rate
8. Post-Stay	Post-stay communication and relationship management	Cultural content; destination events; personalised culture-related offers	Continued engagement; intention to revisit the hotel or destination	Repeat Guest Rate; Post-Stay Cultural Content Engagement Rate; Repeat Cultural Offer Conversion Rate

Source: developed by the authors based on [4–8; 11–19].

Economic indicators, such as ancillary revenue, revenue from culture-related packages or commissions from partner offers, and Customer Lifetime Value (CLV), may additionally be used at the aggregate level where the hotel's accounting and CRM systems allow culture-related transactions and customer behaviour to be identified separately.

The methodological toolkit presented in Table 1 operationalises the CCJH model by linking Customer Journey stages with specific approaches to cultural heritage integration, expected outcomes, and corresponding monitoring indicators. Particular emphasis is placed on culture-specific KPIs that enable hotels to monitor guest engagement with cultural content, offers, service elements, and destination-based experiences. General hotel performance indicators, including satisfaction, conversion, repeat visits, and economic indicators, may complement these measures but should not be interpreted as direct evidence of the effects of cultural integration without further empirical validation. The inclusion of satisfaction and loyalty indicators in the

monitoring system is consistent with research findings on the relationship between hotel service quality and customer behavioural responses [19].

The practical implementation of CCJH is proposed as a five-stage process: 1) diagnosing the existing Customer Journey and identifying key touchpoints; 2) auditing and selecting relevant cultural heritage resources of the destination; 3) designing approaches for their integration into the corresponding Customer Journey touchpoints; 4) implementing hotel-controlled solutions through service standards, digital communications, and staff training, while facilitating destination-based cultural experiences through partnership arrangements with relevant cultural and tourism stakeholders; and 5) monitoring the selected KPIs and adjusting service solutions based on the results.

To consolidate the conceptual propositions underlying the CCJH model and clarify their implications for hotel service organisation, its key analytical dimensions are systematised in Table 2.

Table 2

Conceptual structure of the Cultural Customer Journey for Hotels (CCJH) model

Analytical dimension	CCJH conceptual proposition	Practical implication
Object of management	Customer Journey encompassing Pre-Stay, Stay, and Post-Stay interactions	Enables coordinated management of hotel-related touchpoints throughout the guest journey
Touchpoint management	Interconnected touchpoints are structured and analysed using Customer Journey Mapping	Supports identification of relevant points for cultural integration and personalisation
Role of cultural heritage	Cultural heritage is integrated into relevant touchpoints as a resource for service design and customer experience	Enables cultural content and experiences to be incorporated throughout the Customer Journey rather than offered only as separate additions
Hotel–destination relationship	The hotel combines the role of service provider with that of facilitator of destination-based cultural experiences	Supports cooperation with museums, tour operators, cultural institutions, and other destination stakeholders
Value creation	Functional service value is complemented by cultural, educational, and emotional dimensions	Supports a more differentiated and culturally enriched guest experience
Performance monitoring	Culture-specific indicators complement general service, behavioural, and economic KPIs	Enables monitoring of guest engagement with cultural content, offers, service elements, and destination-based experiences

Source: developed by the authors.

The systematisation presented in Table 2 highlights the conceptual logic of the CCJH model: cultural heritage integration is embedded in the management of interconnected Customer Journey touchpoints, while the hotel may act both as a direct provider of culturally oriented service elements and as a facilitator of destination-based cultural experiences. The proposed monitoring framework complements general hotel performance indicators with culture-specific KPIs and provides a basis for subsequent empirical testing of the model.

Conclusions. The integration of cultural heritage into hotel service organisation can be considered within a holistic Customer Journey framework encompassing the Pre-Stay, Stay, and Post-Stay stages. Cultural heritage in this context functions not merely as an additional tourism product but as a resource for culturally oriented service design, guest interaction, and value creation across relevant hotel-related touchpoints.

The proposed Cultural Customer Journey for Hotels (CCJH) model structures this integration by combining

hotel-provided cultural elements with hotel-facilitated access to destination-based cultural experiences. This distinction clarifies the role of the hotel as both a direct service provider and an intermediary connecting guests with cultural and tourism stakeholders within the destination.

The practical application of the CCJH model is supported by a methodological toolkit that links Customer Journey stages, cultural integration tools, expected outcomes, and monitoring indicators. Culture-specific KPIs complement general service, behavioural, and economic indicators and enable hotels to monitor guest engagement with cultural content, offers, service elements, and destination-based experiences.

The conceptual and methodological nature of the CCJH model constitutes a limitation of the present study, as the proposed relationships and indicators have not yet been empirically validated. Further research should therefore test the model across hotels of different categories and destination types, examine relationships between cultural heritage integration and customer experience, loyalty, and

economic outcomes, and refine the proposed KPI system based on empirical evidence.

Declaration on the use of artificial intelligence tools.

During the preparation of the article, generative artificial intelligence tools (ChatGPT, OpenAI, 2026) were used for literature search and synthesis, language editing and improvement of the structure and logical coherence of the

manuscript, as well as for the visualization of the General Customer Journey model and the authorial Cultural Customer Journey for Hotels (CCJH) model. All AI-assisted outputs were critically reviewed, verified, and edited by the authors. The authors take full responsibility for the scientific validity, accuracy, originality, and integrity of the content.

References:

1. World Tourism Organization (UN Tourism). (2026). World Tourism Barometer, 24(1). Madrid: UN Tourism. <https://doi.org/10.18111/wtobarometereng> [in English].
2. World Travel & Tourism Council. (2026). Global Travel & Tourism Growth to Outpace Wider Economy by 1.5 Times Over the Next Decade. <https://wtcc.org/news/global-travel-tourism-growth-to-outpace-wider-economy-by-1-5-times-over-the-next-decade> [in English].
3. Booking.com. (2025). Booking.com's 2025 Research Reveals Growing Traveler Awareness of Tourism Impact on Communities Both at Home and Abroad. <https://news.booking.com/bookingcoms-2025-research-reveals-growing-traveler-awareness-of-tourism-impact-on-communities-both-at-home-and-abroad/> [in English].
4. Rodrigues, D., Jardim, B., & de Castro Neto, M. (2025). Predicting key touchpoints in hotel customer journey – a comparison of machine learning models. *Journal of Travel & Tourism Marketing*, 42(5), 609–626. <https://doi.org/10.1080/10548408.2025.2456083> [in English].
5. O'Rourke, V., Rodríguez-Santos, C., Diffley, S., Costa Feito, A., & Bayram Arlı, N. (2026). Mapping the consumer journey in the hotel industry: Guest segmentation and experience evolution. *Consumer Behavior in Tourism and Hospitality*, 21(3), 382–401. <https://doi.org/10.1108/CBTH-04-2025-0089> [in English].
6. Baniya, R., & Thapa, B. (2024). Conceptualizing visitors' experience in heritage hotels using big data. *Journal of Heritage Tourism*, 19(3), 451–469. <https://doi.org/10.1080/1743873X.2024.2302533> [in English].
7. Piriyaikul, I., & Piriyaikul, R. (2024). Unveiling the power of storytelling and co-design: Enhancing customer value in cultural boutique hotels. *International Journal of Tourism Research*, 26(3), Art. e2653. <https://doi.org/10.1002/jtr.2653> [in English].
8. Gurova, D. D., Mamotenko, D. Yu., & Pruss, V. L. (2026). Turystychnyi sektor Ukrainy u vymiri kraïnoznavstva ta rekreatsiinoï heohrafii: ekonomichna efektyvnist ta suchasni tekhnolohii [The tourism sector of Ukraine in the dimension of country studies and recreational geography: economic efficiency and modern technologies]. *Ekonomichnyi prostir*, (215), 109–116. <https://doi.org/10.30838/EP.215.109-116> [in Ukrainian].
9. Derzhavne ahentstvo rozvytku turyzmu Ukrainy. (2026). Komunikatsiina stratehiia rozvytku turystychnoho brendu Ukrainy 2026–2030 [Communication strategy for the development of the tourism brand of Ukraine 2026–2030]. <https://www.tourism.gov.ua/plans-and-report> [in Ukrainian].
10. Kabinet Ministriv Ukrainy. (2025). Pro skhvalennia Stratehii rozvytku kultury v Ukraini na period do 2030 roku ta zatverdzhennia operatsiinoho planu zakhodiv z yii realizatsii u 2025–2027 rokakh [On approval of the Strategy for the development of culture in Ukraine for the period up to 2030 and approval of the operational action plan for its implementation in 2025–2027]. *Rozporiadzhennia Kabinetu Ministriv Ukrainy vid 28.03.2025 No. 293-r*. <https://zakon.rada.gov.ua/go/293-2025-%D1%80> [in Ukrainian].
11. Mirza, F., Ting, D. H., Abbasi, A. Z., Rather, R. A., & Dwivedi, Y. K. (2026). Customer journey research in tourism and hospitality: A hybrid approach and future research agenda. *Current Issues in Tourism*. <https://doi.org/10.1080/13683500.2026.2628039> [in English].
12. Cheng, J., Liu, H., & Tussyadiah, I. P. (2026). Getting smarter with hotel customer experience: A systematic review. *Journal of Hospitality and Tourism Management*, (66), Art. 101363. <https://doi.org/10.1016/j.jhtm.2025.101363> [in English].
13. Hu, F. (2026). Do travelers' service encounter preferences vary according to different travel models? An empirical study based on mining user-generated content. *Journal of Hospitality and Tourism Technology*, 17(1), 73–93. <https://doi.org/10.1108/JHTT-04-2024-0235> [in English].
14. Wąsowicz-Zaborek, E. (2025). National culture as a factor in visitors' evaluations of hotel services. *International Journal of Hospitality Management*, (125), Art. 104009. <https://doi.org/10.1016/j.ijhm.2024.104009> [in English].
15. Dudnyk, S. (2024). Innovatsii v upravlinni hoteliamy: vplyv novykh tekhnolohii na pokrashchennia obsluhovuvannia kliientiv [Innovations in hotel management: the impact of new technologies on improving customer service]. *Ekonomika ta suspilstvo*, (66), 563–568. <https://doi.org/10.32782/2524-0072/2024-66-66> [in Ukrainian].
16. Zhang, X., Yu, J., & Kim, H.-S. (2024). Exploring Customers Experience and Satisfaction with Theme Hotels: A Cross-Cultural Analysis of Hotel Reviews. *SAGE Open*, 14(2), 1–16. <https://doi.org/10.1177/21582440241255827> [in English].
17. Wang, L., Ruan, W.-Q., & Li, Y.-Q. (2025). Is AI heritage tourism interpretations better at deepening your

cultural memory? *Journal of Hospitality and Tourism Management*, (63), 68–76. <https://doi.org/10.1016/j.jhtm.2025.03.011> [in English].

18. Khokhlov, M. V. (2024). Turyzm kulturnoi spadshchyny v Ukraini: suchasni vyklyky ta mozhlyvosti zberezhenia nematerialnykh kulturnykh tradytsii [Cultural heritage tourism in Ukraine: current challenges and opportunities for preserving intangible cultural traditions]. *Ekonomika ta suspilstvo*, (68), 1135–1144. <https://doi.org/10.32782/2524-0072/2024-68-159> [in Ukrainian].

19. Sherstiuk, R. P., Stoiko, I. I., & Sheveliuk, M. M. (2025). Standarty yakosti obsluhovuvannia i yikh vplyv na zadovolenist i loialnist kliientiv v industrii hostynnosti [Service quality standards and their impact on customer satisfaction and loyalty in the hospitality industry]. *Industriia turyzmu i hostynnosti v Tsentralnii ta Skhidnii Yevropi*, (13), 62–71. <https://doi.org/10.32782/tourismhospcee-13-9> [in Ukrainian].

20. Shelemetieva, T. V., Kuklina, T. S., Hres-Yevreinova, S. V., & Pruss, V. L. (2026). Suchasni trendy menedzhmentu, tekhnolohii ta orhanizatsii diialnosti pidpriemstv industrii hostynnosti ta turyzmu: napriamy vprovadzhennia ta vplyv na efektyvnist funktsionuvannia [Current trends in management, technology and organization of activities of enterprises in the hospitality and tourism industry: directions of implementation and impact on the efficiency of functioning]. *Biznes-navihator*, 3(86), 218–225. <https://doi.org/10.32782/business-navigator.86-30> [in Ukrainian].

Список використаних джерел:

1. World Tourism Organization (UN Tourism). *World Tourism Barometer*. 2026. Vol. 24, Iss. 1. Madrid : UN Tourism, 2026. 40 p. DOI: <https://doi.org/10.18111/wtobarometereng>

2. World Travel & Tourism Council. *Global Travel & Tourism Growth to Outpace Wider Economy by 1.5 Times Over the Next Decade*. 2026. URL: <https://wtcc.org/news/global-travel-tourism-growth-to-outpace-wider-economy-by-1-5-times-over-the-next-decade> (дата звернення: 13.06.2026).

3. Booking.com. *Booking.com's 2025 Research Reveals Growing Traveler Awareness of Tourism Impact on Communities Both at Home and Abroad*. 2025. URL: <https://news.booking.com/bookingcoms-2025-research-reveals-growing-traveler-awareness-of-tourism-impact-on-communities-both-at-home-and-abroad/> (дата звернення: 13.06.2026).

4. Rodrigues D., Jardim B., de Castro Neto M. Predicting key touchpoints in hotel customer journey – a comparison of machine learning models. *Journal of Travel & Tourism Marketing*. 2025. Vol. 42, No. 5. Pp. 609–626. DOI: <https://doi.org/10.1080/10548408.2025.2456083>

5. O'Rourke V., Rodríguez-Santos C., Diffley S., Costa Feito A., Bayram Arlı N. Mapping the consumer journey in the hotel industry: guest segmentation and experience evolution. *Consumer Behavior in Tourism and Hospitality*. 2026. Vol. 21, No. 3. Pp. 382–401. DOI: <https://doi.org/10.1108/CBTH-04-2025-0089>

6. Baniya R., Thapa B. Conceptualizing visitors' experience in heritage hotels using big data. *Journal of Heritage Tourism*. 2024. Vol. 19, No. 3. Pp. 451–469. DOI: <https://doi.org/10.1080/1743873X.2024.2302533>

7. Piriyaikul I., Piriyaikul R. Unveiling the power of storytelling and co-design: Enhancing customer value in cultural boutique hotels. *International Journal of Tourism Research*. 2024. Vol. 26, No. 3. Art. e2653. DOI: <https://doi.org/10.1002/jtr.2653>

8. Гурова Д. Д., Мамотенко Д. Ю., Прусс В. Л. Туристичний сектор України у вимірі країнознавства та рекреаційної географії: економічна ефективність та сучасні технології. *Економічний простір*. 2026. № 215. С. 109–116. DOI: <https://doi.org/10.30838/EP.215.109-116>

9. Державне агентство розвитку туризму України. *Комунікаційна стратегія розвитку туристичного бренду України 2026–2030*. URL: <https://www.tourism.gov.ua/plans-and-report> (дата звернення: 13.06.2026).

10. Про схвалення Стратегії розвитку культури в Україні на період до 2030 року та затвердження операційного плану заходів з її реалізації у 2025–2027 роках : Розпорядження Кабінету Міністрів України від 28.03.2025 № 293-р. База даних «Законодавство України» / Верховна Рада України. URL: <https://zakon.rada.gov.ua/go/293-2025-%D1%80> (дата звернення: 13.06.2026).

11. Mirza F., Ting D. H., Abbasi A. Z., Rather R. A., Dwivedi Y. K. Customer journey research in tourism and hospitality: a hybrid approach and future research agenda. *Current Issues in Tourism*. 2026. DOI: <https://doi.org/10.1080/13683500.2026.2628039>

12. Cheng J., Liu H., Tussyadiah I. P. Getting smarter with hotel customer experience: A systematic review. *Journal of Hospitality and Tourism Management*. 2026. Vol. 66. Article 101363. DOI: <https://doi.org/10.1016/j.jhtm.2025.101363>

13. Hu F. Do travelers' service encounter preferences vary according to different travel models? An empirical study based on mining user-generated content. *Journal of Hospitality and Tourism Technology*. 2026. Vol. 17, No. 1. Pp. 73–93. DOI: <https://doi.org/10.1108/JHTT-04-2024-0235>

14. Wąsowicz-Zaborek E. National culture as a factor in visitors' evaluations of hotel services. *International Journal of Hospitality Management*. 2025. Vol. 125. Art. 104009. DOI: <https://doi.org/10.1016/j.ijhm.2024.104009>

15. Дудник С. Інновації в управлінні готелями: вплив нових технологій на покращення обслуговування

клієнтів. Економіка та суспільство. 2024. № 66. С. 563–568. DOI: <https://doi.org/10.32782/2524-0072/2024-66-66>

16. Zhang X., Yu J., Kim H.-S. Exploring Customers Experience and Satisfaction with Theme Hotels: A Cross-Cultural Analysis of Hotel Reviews. SAGE Open. 2024. Vol. 14, No. 2. Pp. 1–16. DOI: <https://doi.org/10.1177/21582440241255827>

17. Wang L., Ruan W.-Q., Li Y.-Q. Is AI heritage tourism interpretations better at deepening your cultural memory? Journal of Hospitality and Tourism Management. 2025. Vol. 63. Pp. 68–76. DOI: <https://doi.org/10.1016/j.jhtm.2025.03.011>

18. Хохлов М. В. Туризм культурної спадщини в Україні: сучасні виклики та можливості збереження нематеріальних культурних традицій. Економіка та суспільство. 2024. № 68. С. 1135–1144. DOI: <https://doi.org/10.32782/2524-0072/2024-68-159>

19. Шерстюк Р. П., Стойко І. І., Шевелюк М. М. Стандарти якості обслуговування і їх вплив на задоволеність і лояльність клієнтів в індустрії гостинності. Індустрія туризму і гостинності в Центральній та Східній Європі. 2025. № 13. С. 62–71. DOI: <https://doi.org/10.32782/tourismhospcee-13-9>

20. Шелеметьєва Т. В., Кукліна Т. С., Гресь-Євреїнова С. В., Прусс В. Л. Сучасні тренди менеджменту, технологій та організації діяльності підприємств індустрії гостинності та туризму: напрями впровадження та вплив на ефективність функціонування. Бізнес-навігатор. 2026. Вип. 3(86). С. 218–225. DOI: <https://doi.org/10.32782/business-navigator.86-30>

Дата надходження статті: 02.09.2026 р.

Дата прийняття статті до друку: 14.10.2026 р.

Дата публікації (оприлюднення) статті: 26.10.2026 р.

Стаття поширюється на умовах ліцензії Creative Commons Attribution License International CC-BY.