

UDC 334.01

DOI <https://doi.org/10.32782/2521-6643-2025-2-70.44>

Stebliuk N. F., PhD in Economics, Associate Professor
at the Department of International Tourism and Hotel and Restaurant
Business University of Customs and Finance
ORCID: 0000-0002-4488-769X

Nebaba N. O., Doctor of Economics, Professor at the Department
of Economic Modeling, Accounting and Statistics
Oles Honchar Dnipro National University
ORCID: 0000-0003-1264-106X

Razinkova M. Yu., Doctor of Economics, Professor at the Department
of International Tourism and Hotel and Restaurant Business
University of Customs and Finance
ORCID: 0000-0002-1590-7428

Hryshchenko S. V., University of Customs and Finance
ORCID: 0009-0005-0209-8819

IMPLEMENTING CUSTOMER-CENTRIC APPROACHES IN THE RESTAURANT INDUSTRY: ANALYTICS, MOTIVATION, EFFICIENCY

The article explores current trends in the development of the restaurant business, which are associated with the need to respond promptly to changes in market conditions and increase the level of consumer expectations, and actualize the implementation of customer-oriented approaches in the service system of business models of establishments. The impact of a customer-oriented approach, staff motivation and key performance indicators (KPI) on the quality of service and the effectiveness of the activities of restaurant business establishments is determined. Key performance indicators are determined, which allow not only to determine the level of customer satisfaction, but also to identify weaknesses in the service process, and therefore, to improve business processes based on the obtained analytics. Specialized training programs are proposed, which are aimed at increasing the efficiency of personnel management in the restaurant business and improving the quality of customer service. It has been established that the focus on service quality, personalized interaction with consumers and the creation of a comfortable communication environment contributes to an increase in customer satisfaction, reducing their churn and stimulating repeated consumption. It has been determined that systematic monitoring of key performance indicators allows for timely identification of problem areas, optimization of business processes and effective use of marketing resources. The feasibility of implementing specialized motivational programs that positively affect staff productivity, reduce staff turnover and create a favorable internal climate has been substantiated.

The practical significance of the results obtained lies in the possibility of their direct application in the activities of restaurant business establishments to improve the customer service system based on a customer-oriented approach. The results obtained can also be used to increase the economic efficiency and sustainability of restaurant business establishments in conditions of high competition.

Prospects for further research are the development of digital KPI monitoring tools, the study of the impact of staff emotional intelligence on customer experience, as well as a comparative analysis of the effectiveness of customer-oriented strategies in different formats of restaurant business establishments.

Key words: customer orientation, entrepreneurship, restaurant, service quality, key performance indicators, consumer market, consumer experience, motivational programs, organizational and economic support, business analytics.

**Стеблюк Н. Ф., Небаба Н. О., Разінська М. Ю., Грищенко С. В. Впровадження клієнтоорієнтованих підходів
у ресторанному бізнесі: аналітика, мотивація, ефективність**

У статті проведено дослідження сучасних тенденцій розвитку ресторанного бізнесу, які пов'язані з необхідністю оперативного реагування на зміни ринкових умов та підвищення рівня споживчих очікувань, актуалізують впровадження клієнтоорієнтованих підходів в системі обслуговування бізнес-моделей закладів. Визначено вплив клієнтоорієнтованого підходу, мотивації персоналу та ключових показників ефективності (KPI) на якість обслуговування та результативність діяльності закладів ресторанного бізнесу. Визначено ключові показники ефективності, які дозво-

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ляють не лише визначити рівень задоволення клієнтів, але й виявити слабкі місця у процесі обслуговування, а отже, вдосконалити бізнес-процеси на основі отриманої аналітики. Запропоновано спеціалізовані навчальні програми, які спрямовані на підвищення ефективності управління персоналом у сфері ресторанного бізнесу та покращення якості обслуговування клієнтів. Встановлено, що фокус на якості обслуговування, персоналізований взаємодії зі споживачами та створенні комфортного комунікаційного середовища сприяє зростанню рівня задоволеності клієнтів, зменшенню їх відтоку та стимулюванню повторного споживання. Визначено, що систематичний моніторинг ключових показників ефективності дозволяє своєчасно виявляти проблемні зони, оптимізувати бізнес-процеси та ефективно використовувати маркетингові ресурси. Обґрунтовано доцільність впровадження спеціалізованих мотиваційних програм, які позитивно впливають на продуктивність персоналу, знижують плинність кадрів та формують сприятливий внутрішній клімат.

Практичне значення одержаних результатів полягає у можливості їх безпосереднього застосування в діяльності закладів ресторанного бізнесу для вдосконалення системи обслуговування споживачів на основі клієнтоорієнтованого підходу. Отримані результати також можуть бути використані для підвищення економічної результативності та стійкості закладів ресторанного бізнесу в умовах високої конкуренції.

Перспективи подальших досліджень полягають у розробленні цифрових інструментів моніторингу KPI, вивчення впливу емоційного інтелекту персоналу на клієнський досвід, а також у порівняльному аналізі ефективності клієнтоорієнтованих стратегій у різних форматах закладів ресторанного бізнесу.

Ключові слова: клієнтоорієнтованість, підприємницька діяльність, ресторан, якість обслуговування, ключові показники ефективності, споживчий ринок, споживчий досвід, мотиваційні програми, організаційно-економічне забезпечення, бізнес-аналітика.

Problem statement. In the context of globalization and intensifying competition within the restaurant industry, the quality of service acts as one of the key determinants of an enterprise's sustainable competitive position. In a saturated market environment, consumers demonstrate increasingly high demands for the level of service, giving preference to establishments that combine high product quality with a proper service culture. This, in turn, shapes a positive consumer experience and increases the likelihood of repeat visits [1, 2].

The relevance of this research topic is determined by the growing competition in the restaurant business, where service quality plays a crucial role in fostering customer loyalty, maintaining a positive image of the establishment, and ensuring its long-term development. Under conditions of continuous market transformation, rising consumer expectations, and increasing service requirements, the customer-oriented approach serves as a key element of the modern business management system.

Analysis of recent research and publications. Modern academic research increasingly emphasizes that the customer-oriented approach is not merely a management philosophy but a prerequisite for achieving sustainable competitive advantages in business. N. Savitska, H. Chmil, and N. Dzhgutashvili [3] propose a systemic approach to customer-oriented management, focusing on the diagnosis and evaluation of customer experience. Scholars [3, 4] highlight the lack of systematization in the implementation of customer-oriented approaches, particularly due to the absence of comprehensive digital solutions and the weak integration of service and marketing processes. Yu. Tvardovskyi and O. Popko [4] argue that in a saturated market, customer orientation becomes a strategic asset. They emphasize the problem of the absence of a systematic approach in Ukrainian enterprises, where customer orientation often remains an initiative of individual employees rather than a formalized business process.

The study [5] outlines a system of indicators for assessing the customer orientation of hotel enterprises within each factor of customer-oriented activity. In the scientific discourse, the essence of customer orientation is revealed as a systemic approach encompassing the development of long-term relationships with consumers, ensuring high levels of satisfaction, personalizing services, and continuously improving the quality of service [5, 6, 7]. Such an approach enables the creation of a unique customer experience, which becomes a source of competitive advantage for restaurant enterprises.

Despite significant scientific progress, contemporary studies have not sufficiently examined the internal factors of staff motivation and their relationship with the level of customer orientation. Moreover, there remains a limitation in empirical data, particularly concerning the effectiveness of digital tools' implementation. Therefore, further research should focus on developing comprehensive adaptive models that integrate staff motivation, customer experience diagnostics, and the implementation of modern technologies aimed at constructing an efficient customer-oriented service system.

The purpose of this study is to determine the impact of the customer-oriented approach, staff motivation, and key performance indicators (KPIs) on service quality and the performance of restaurant enterprises.

Presentation of the main material. According to data from Kantar DX (Digital Analytics) based on the analysis of global trends, the Top-4 key consumer needs for the coming years have been identified [8]:

- 1) protection – consumers want to feel confident that they are both physically and informationally secure;
- 2) well-being – consumers aim to control their stress levels, maintain a balanced diet, and look fit and attractive;
- 3) flow – consumers seek to save time and have access to products and services whenever and wherever they desire;

4) experience – consumers continuously look for new impressions and sensations that can enrich their daily lives.

For restaurant enterprises, these needs define the strategic guidelines for shaping service quality and business models. Ensuring protection implies compliance with sanitary and hygienic standards, safe food storage, transparency in meal preparation, and protection of customers' personal data. The focus on well-being requires including healthy and balanced dishes in the menu, creating a comfortable atmosphere, and providing attentive, caring service. The need for flow is addressed through the implementation of digital solutions such as online ordering, mobile applications, fast service, and flexible working hours. Finally, the desire for experience stimulates the development of unique gastronomic concepts, creative food presentation, and thematic events.

Ensuring service quality has acquired the status of a strategic management priority, as reflected in international standards where customer orientation is viewed as a key component of quality management systems. Consequently, quality in its modern interpretation is considered a fundamental prerequisite for achieving competitiveness, strengthening business reputation, and ensuring the long-term success of an enterprise [8]. The corporate culture of an enterprise also plays a crucial role in ensuring service quality. Restaurants that invest in the professional development of their employees, create comfortable working conditions, and implement motivational programs typically demonstrate higher levels of service. In addition, modern technologies such as restaurant automation systems (CRM, POS systems) contribute to increasing service efficiency and reducing the number of operational errors. Table 1 presents the main structural components of service quality in the restaurant industry.

Table 1
Structural components of service quality in the restaurant industry

Service quality component	Description	Evaluation methods
Staff professionalism	Knowledge of service standards, communication skills, ability to resolve conflicts, ethical behavior, appearance, and emotional stability.	Certification, mystery shopper evaluations, customer surveys, observation, managerial assessment.
Physical environment	Cleanliness of premises, interior aesthetics, comfort of furniture, noise level, music accompaniment, temperature, lighting, and accessibility for people with limited mobility.	Visual assessment, checklists, photo documentation, customer feedback, sanitary audits.
Service quality	Freshness and quality of ingredients, cooking technology, food presentation aesthetics, menu compliance, taste consistency, and kitchen hygiene.	Tasting sessions, laboratory testing, customer questionnaires, control purchases, internal quality standards.
Service efficiency	Speed of service, order accuracy, response to complaints, clarity of communication, and coordination among staff.	Time tracking, receipt analysis, CRM reports, customer feedback, CES (Customer Effort Score) evaluation.
Emotional interaction	Friendliness, attentiveness, empathy, ability to create a positive atmosphere, capacity to uplift the customer's mood, and non-verbal communication.	Customer reviews, observation, interviews, NPS evaluation, emotional analysis of comments.

Source: [2;8]

Such characteristics as assortment, taste properties of dishes, price level, visual design of the interior, reputation, or location play a significant role in shaping the perception of a restaurant; however, they cannot compensate for a lack of attentiveness or professionalism on the part of the service staff. At the same time, an enterprise that ensures a high level of service obtains a sustainable competitive advantage, which contributes to the formation of a customer-oriented approach. The latter implies that the business focuses on identifying, understanding, and satisfying the individual needs of its clients, as well as building long-term relationships based on trust, quality, and mutual benefit [9, 10].

A customer-oriented approach includes:

- a deep understanding of the target audience's needs;
- personalized interaction with customers;
- flexibility in service delivery;
- proactive response to guests' feedback and suggestions;
- consistency in maintaining high-quality service.

Modern studies demonstrate that customer orientation directly influences the key performance indicators of hospitality enterprises, transforming ordinary visits into meaningful experiences that foster long-term relationships with guests. The correlation between customer orientation and the economic efficiency of hospitality establishments is presented in table 2.

Effective measurement of customer orientation in the restaurant business requires a comprehensive approach based on an integrated system of metrics. The Customer Satisfaction Score (CSAT) allows assessing the level of satisfaction immediately after a specific interaction; the Net Promoter Score (NPS) measures overall loyalty and the client's willingness to recommend the establishment; while the Customer Effort Score (CES) evaluates the degree of effort a client must exert to receive a service. The synergistic application of these indicators provides a multidimensional understanding of the customer experience, allowing managers to identify critical service points and respond promptly to changes in brand perception [11]. An important element of a customer-oriented strategy is the implementation of multichannel communication and the encouragement of customers to provide feedback.

Table 2

Key aspects of the impact of customer orientation on enterprise development

Impact criterion	Main effects	Performance indicators
Customer loyalty growth	Formation of a stable customer base, increased visit frequency, reduced customer churn, and strengthened brand trust.	NPS (Net Promoter Score) – customer willingness to recommend; Customer Retention Rate – customer retention level; CLV (Customer Lifetime Value) – long-term customer value.
Competitive advantage	Creation of unique market positioning, enhanced reputation, and increased brand recognition.	Market share growth by 15–25%; Brand Awareness Index; USP (Unique Selling Proposition).
Economic efficiency	Growth of average check, increased profit margins, cost optimization, improved profitability, higher ROMI, lower CAC, and growth in AOV and CR.	Increase in average check by 15–20%; ROI (Return on Investment) – 25–35%; ROMI (Return on Marketing Investment); CAC (Customer Acquisition Cost); AOV (Average Order Value); CR (Conversion Rate); profit growth.
Customer experience improvement	Positive emotions, personalized service, reduced customer effort, emotional connection with the brand, quick response to inquiries, comfortable interaction, consideration of individual needs, and increased satisfaction.	Higher CSAT (Customer Satisfaction Score), CES (Customer Effort Score), and NPS (Net Promoter Score); reduced FRT (First Response Time).
Corporate culture development	Employee motivation, reduced staff turnover, enhanced professionalism, teamwork building, and improved internal climate.	Higher employee satisfaction and lower staff turnover rate.

Source: [11;12]

Negative feedback can also serve as a valuable source of information for improving service quality and adapting business processes to current consumer demands. The analysis of digital marketing reports is a key managerial task, as it directly affects the effectiveness of decision-making processes. The structure of such reports varies depending on the complexity of marketing funnels, which necessitates their systematic digitalization and the identification of new “growth points” (parameters) whose optimization can significantly enhance economic outcomes. Examples of such indicators include the CTR (Click-Through Rate) – a clickability coefficient that can be increased through the creation of optimized and creative advertising materials, and the CR (Conversion Rate) – a conversion coefficient that can be improved through A/B testing and continuous optimization of the sales funnel. Key performance indicators (KPIs) make it possible not only to determine customer satisfaction levels but also to identify weaknesses in the service process, thereby improving business operations based on the obtained analytics.

Every improvement in customer service – for example, reducing service time or increasing the quality of dishes – raises customer satisfaction (CSAT) and loyalty (NPS). Collecting and analyzing NPS survey results across specific segments is a relatively simple process that enables the company to clearly determine which customer groups report positive interaction experiences and which segments require improved service and greater attention. Reducing the First Response Time (FRT) or the time required to resolve an issue contributes to a higher Customer Effort Score (CES), reflecting improved ease of interaction. Enhancing service or food quality can lead to an increase in the Average Order Value (AOV), Customer Lifetime Value (CLV), and Customer Retention Rate, thereby ensuring greater profitability and brand stability.

The main growth points that companies should pay attention to remain CTR (clickability) and CR (conversion). Improving CTR requires investment in dynamic creative development – the creation and testing of new, more effective advertising materials tailored to different platforms (table 3).

Digital marketing performance results of the restaurant

Table 3

Indicator	Facebook	Instagram	Google Search	Youtube	Total	Value for CEO
Budget (UAH)	1000	1500	800	900	4200	Important for assessing resource allocation and investment potential.
Reach	243902	306122	210526	236842	997393	Number of unique users who viewed the advertisement. Indicates the potential for audience expansion.
CPM	4,1	4,9	3,8	3,8	-	Cost per 1,000 impressions. A lower CPM implies more efficient budget utilization for audience reach.
CTR (%)	1,20%	1,40%	1,80%	0,90%	7,10%	Click-through rate. One of the key “growth levers.” A high CTR reflects the attractiveness of creatives.
Traffic	2927	4286	3789	2132	13134	Total number of website visits – the foundation for subsequent conversions.
CPC (UAH)	0,34	0,35	0,21	0,42	0,32	Cost per click. A lower CPC allows attracting more traffic within the same budget.
CR Leads (%)	6%	7%	7%	9%	6%	Conversion rate to leads. Demonstrates how effectively traffic is converted into potential customers.
CPL (UAH)	5,69	5	3,02	4,69	4,5	Desirable to have the lowest possible cost of acquiring a single potential client.
CR Orders (%)	25%	23%	30%	15%	24%	Conversion rate for orders. The second key “growth lever.” A high CR indicates an efficient sales funnel.
Sales (units)	44	69	80	29	222	Total number of successful transactions. A direct indicator of performance.
AOV (UAH)	150	148	152	147	150	Calculation of total revenue and profitability.
CAC (UAH)	22,73	21,74	10	31,03	18,92	Customer acquisition cost. A critical metric for evaluating spending efficiency.
AOV / CAC Ratio	6,6	6,81	15,2	4,74	7,91	Ratio of average order value to customer acquisition cost. Demonstrates profitability of each acquired customer – the higher, the more efficient the channel. Google Search Ads shows leadership in this indicator.
Sales volume (UAH)	6600	10212	12160	4263	33235	Total revenue from sales.
ROMI (%)	560%	581%	1420%	374%	691%	Return on marketing investment. A key indicator for the CEO, showing how much revenue the company earns per unit of currency invested. Google Search Ads demonstrates the highest profitability, indicating the need to reallocate the budget toward the most efficient channels (Google Search Ads).

Source: [11;12]

It should be noted that there is a significant gap between the high value consumers place on quality service (socio-psychological factors) and the low level of operational implementation, which is manifested in the indifference and lack of precision in staff performance. Employee qualifications and professional recruitment are crucial factors, as professionalism, service culture, responsiveness, and understanding of guests' needs directly affect the level of service. However, the identified indifference among employees is a direct indicator of the inefficiency of both behavioral and operational customer orientation.

Therefore, the competence of team members is a critically important factor that determines the success of any business. An effective personnel motivation system in the restaurant industry should be comprehensive, consistent, and take into account the specific features of different staff categories, such as cooks, waiters, administrators, and others. Each of these professional groups has its own unique tasks, working conditions, and motivational needs, which requires management to design customized incentive programs that reflect their responsibilities and roles within the organization [13, 14].

An essential aspect is the alignment of motivational initiatives with the corporate culture of the enterprise, which ensures their organic integration and acceptance among employees. The development of motivational programs should be based on a systematic analysis of the actual needs and expectations of the staff, as well as consideration of external factors influencing the work environment, such as working conditions, wage levels, opportunities for professional growth, and social protection (table 4). This document serves as a sample of motivational programs structured by day, week, month, and quarter, which can be adapted by an enterprise to its business standards.

Table 4

**Types of motivational programs in the restaurant business
(*the specific reward is determined by the establishment)**

Daily			
Evaluation criteria		Reward	Comments
1	Highest average check	Priority shift choice	Based on revenue
	Highest total sales	Movie ticket	At least 7 menu items
	Check fullness	Bonus hour	
	Dish from the “go-list”	Complimentary “go-list” dish	Develop dish cards
	Dish lottery	0 UAH*	
	“Wish game”	The lowest performer fulfills the wish of the best one	
	Sales tracking every 3 hours (12:00, 15:00, 18:00, 21:00, 24:00). Reports by waiter and total sales, point distribution.	Maximum score – 3000	Smile, appearance, sales technique, tray handling – evaluation criteria
Evaluation checklist (KLO)		0 UAH deposit*	Based on revenue
Weekly			
Evaluation criteria		Reward	Comments
2	Highest check	Deposit of 0 UAH*	
	Highest total sales	Beauty salon certificate	
	Check fullness	Exemption from general cleaning	
	“Who sold the most?”	Bonus hour	Desserts, steaks, wine, etc.
	Mystery guest	Motivation retention	
	Best waiter	Badge + hookah in chain venue	Create a “Best” badge
	Hostess	Make-up certificate	Internal Evaluation Sheet (KLO)
Bartender		0 UAH* meal deposit	Evaluation sheet
Hookah master		0 UAH* meal deposit	Evaluation sheet
Monthly			
Evaluation criteria		Reward	Comments
3	Highest total sales	0 UAH* bonus to salary	
	Highest average check	Certificate for 0 UAH* in network venue	
	Check fullness	SPA certificate	
	Most charming smile	Professional photoshoot	
	Best manager	0 UAH* bonus to salary	Which shift achieved higher turnover
	Hostess	Tanning subscription	
	Bartender	Personalized bottle of alcohol	
Hookah master, Hookah record of the month		Gym membership, Bowling or cinema tickets	
Waiter’s new record (without banquet)		0 UAH* deposit in network venue	
Quarterly			
Evaluation criteria		Reward	Comments
4	Point system	Trip	
	Situational board		Poster paper and markers
	Barrier table		Implement sticker board
	Suggestion box		Box with notes (open once a month)
	Kindness box	Clothing store certificate	Reward for the most mentioned employee (“kindness joke”)
	Good deeds		Labor therapy (prepare list – regulations)
	“Bring a friend”	0 UAH*	If a friend passes certification and works for two months
Mentorship		0 UAH* per participant	Internship
“Smoking token”			Create a token (manager’s responsibility)

Conclusions. The implementation of the customer-oriented concept in the restaurant business serves as a strategic tool for enhancing the competitiveness of establishments. The study revealed that focusing on service quality, personalized interaction with consumers, and the creation of a comfortable communication environment contributes to increased customer satisfaction, reduced churn, and stimulation of repeat consumption. It has been determined that systematic monitoring of key performance indicators (KPIs) allows for the timely identification of problem areas, optimization of business processes, and efficient use of marketing resources. The feasibility of implementing specialized motivational programs has been substantiated, as they positively affect employee productivity, reduce staff turnover, and foster a favorable internal climate. The obtained results have practical significance and can be applied to improve the service system in restaurant establishments, increase their economic performance, and ensure sustainability under high competition. Future research prospects involve a deeper analysis of the impact of digital technologies on customer experience and the development of effective personnel motivation models in the restaurant business. An important direction also lies in assessing the correlation between the level of customer orientation and the financial performance of enterprises.

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Дата надходження статті: 30.10.2025

Дата прийняття статті: 10.11.2025

Опубліковано: 30.12.2025