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## **Show me the money: the magic of the marketing and finance interface to drive financial performance in hospitality operations**

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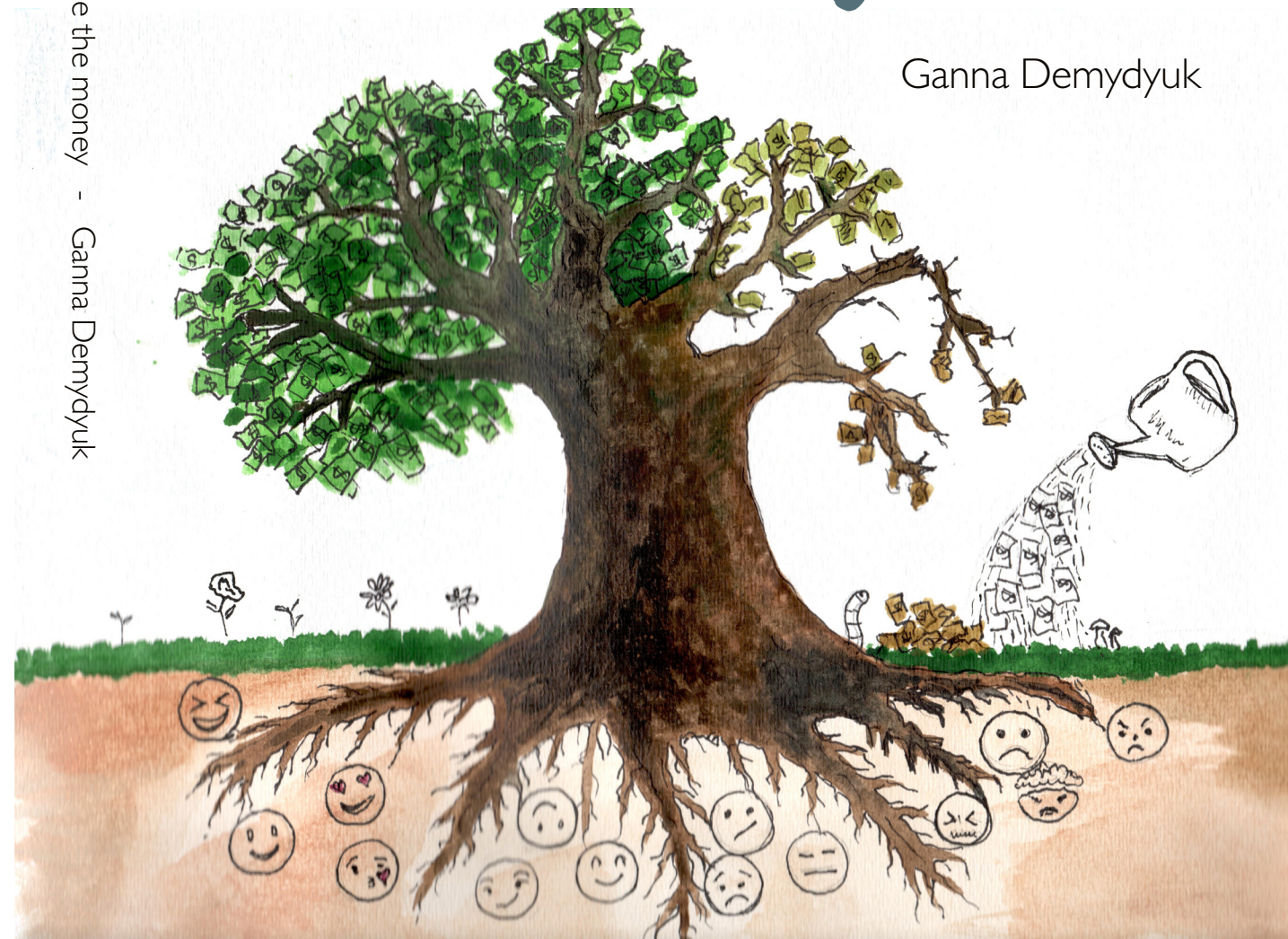
# Show me the money

Ganna Demydyuk

Traditional accounting systems often overlook customer satisfaction, despite its proven impact on business success. This dissertation challenges the separation between marketing and finance by examining how customer satisfaction functions as a driver of profitability across diverse hospitality contexts.

Drawing on five empirical studies that cover upscale hotels, cruise dining, and low-cost accommodation, this research combines financial data with customer experience metrics to reveal how satisfaction shapes both short- and long-term performance. Firm- and property-level analyses demonstrate that while some businesses efficiently convert costs into satisfaction, only a few effectively translate satisfaction into revenue. Text-mining and machine learning techniques further highlight how evolving customer expectations demand more adaptive, value-based management approaches.

Integrating insights from marketing, finance, and accounting, this dissertation proposes several customer-centric models of performance management that position satisfaction as a profit driver. By recognizing customer experience as a measurable source of value, this research offers practical implications for managers, investors, and policymakers seeking sustainable profitability. Ultimately, it calls for a re-definition of performance measurement, where financial outcomes are interpreted through the lens of customer value, bridging the gap between economic and experiential success.



Show me the money - Ganna Demydyuk

*The Magic of The Marketing and Finance Interface to Drive Financial Performance in Hospitality Operations*