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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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Propositions relating to the dissertation “Show Me the Money: The Magic of the Marketing and Finance Interface to Drive Financial Performance in Hospitality Operations” by Ganna V. Demydyuk

1. A persistent disconnect between marketing and finance creates information silos, leaving managers with incomplete data that undermines their ability to make decisions aligned with customer value and profitability.
2. Integrating customer behavioural data into accounting systems enables a more accurate assessment of performance by aligning costs, revenues, and financial outcomes with customer value creation.
3. When marketing and finance functions share accountability for both customer and financial outcomes, firms develop more sustainable profitability models.
4. Experience Accounting, as a framework linking customer values with accounting data, enables the transformation of performance evaluation from the traditional cost-centred approach to a value-centred process that organizations strive to achieve.
5. In service businesses, the same activities that drive revenue often increase costs, but only a subset of these activities generate net profit — highlighting the need for customer-centric cost and revenue management.
6. Profit drivers may emerge from elements beyond organizational control – such as ecosystem effects, customer expectations, or market-level satisfaction – challenging firm-centric performance models.
7. Sustainable profitability arises when resource allocation dynamically aligns with evolving customer value drivers rather than static budget categories.
8. Customer satisfaction acts as a multiplier of financial efficiency by converting operational improvements into perceived value, influencing both loyalty and pricing power.
9. The integration of real-time customer experience analytics with accounting systems enhances predictive accuracy of future financial performance.
10. Customer satisfaction doesn't just influence profits – it ignites them. Once a critical threshold is crossed, profitability accelerates exponentially, turning highly satisfied customers into a powerful growth engine.
11. AI-driven narrative analysis combined with machine learning is dismantling the barriers between marketing and finance and enabling commutation between siloed information layers. Furthermore, performance is now measured through external market perception, reflecting a shift from internal dashboards toward value judged by stakeholders.