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**MARKETING COMMUNICATION  
TECHNOLOGIES IN TOURISM AND  
HOSPITALITY: IMPORTANCE, CURRENT  
REALITIES AND PROSPECTS**

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**INTRODUCTION.** In the modern world, tourism and hospitality play a crucial role in shaping the global image of countries, driving economic development, and facilitating sociocultural exchange. Under the conditions of digitalization, globalization and rising consumer expectations, effective communication between tourism companies and clients has become critically important. Marketing communication technologies serve not only as promotional tools but also as means for building trust, fostering loyalty and promoting innovative development within the tourism and hospitality industry. The integration of verbal, nonverbal, intercultural and digital forms of communication is acquiring particular significance in ensuring comprehensive and personalized service. Amid the rapid advancement of digital platforms, mobile applications, chat bots and CRM systems, communication in the tourism and hospitality sector is reaching a new level, requiring in-depth analysis and adaptation to current market realities.

**RESEARCH HYPOTHESIS.** It is assumed that the targeted implementation of modern marketing communication technologies can not only enhance the efficiency of internal and external interactions but also strengthen the competitive positions of enterprises in the tourism and hospitality sector. In the context of constant challenges – such as changing consumer demands, global crises, or cultural barriers – effective marketing communication serves as a guarantee of stable business operation and growth.

**THE AIM.** The aim of this study is to analyze current trends in the application of marketing communication technologies in tourism and hospitality, to identify the challenges and prospects of their effective use for building long-term customer relationships and improving service quality.

**METHODS.** To achieve the stated objective, a systematic approach to the analysis of scientific

sources was employed, along with a comparative analysis of real-life cases from tourism companies and hotels. Content analysis methods were also used to examine marketing technologies.

**FINDINGS.** The results of the study confirmed that effective marketing communication is a key condition for ensuring competitiveness in the tourism and hospitality sector. The use of verbal and nonverbal interaction, the establishment of intercultural dialogue, and the active adoption of digital communication channels allow for more precise alignment of services with the expectations of target audiences. Integrated Marketing Communications (IMC) demonstrated the highest effectiveness in attracting clients and fostering long-term relationships with them.

**CONCLUSIONS.** The findings underscore the importance of a strategic approach to marketing communication technologies in the tourism and hospitality industry. Innovative tools, when combined with ethical standards and cultural sensitivity, contribute to the consistent improvement of service quality. Effective communication is essential for building trust, enhancing reputation, and achieving dynamic development in tourism and hospitality. In an environment of intense competition and high consumer expectations, the ability of enterprises to swiftly adapt to emerging communication trends determines their viability. Digital marketing, message personalization and intercultural competence are no longer merely advantages, but essential conditions for successful operation. Therefore, the enhancement of marketing communication strategies must become a priority for those aiming to strengthen their market position and ensure long-term development.

**KEYWORDS:** tourism; hospitality; technologies; communication; marketing; tour operating; integrated marketing communications; service quality; competitiveness.

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## МАРКЕТИНГОВО-КОМУНІКАЦІЙНІ ТЕХНОЛОГІЇ В ТУРИЗМІ ТА В СФЕРІ ГОСТИННОСТІ: ЗНАЧЕННЯ, СУЧАСНІ РЕАЛІЇ І ПЕРСПЕКТИВИ

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**ВСТУП.** У сучасному світі туризм і гостинність відіграють важливу роль у формуванні глобального іміджу країн, розвитку економіки та соціокультурного обміну. В умовах цифровізації, глобалізації та зростаючих очікувань споживачів ефективна комунікація між туристичними компаніями й клієнтами стає критично важливою. Маркетингово-комунікаційні технології стають не лише інструментом просування, а й засобом побудови довіри, лояльності та інноваційного розвитку підприємств індустрії туризму та гостинності. Особливого значення набуває інтеграція вербальних, невербальних, міжкультурних і цифрових форм комунікації з метою забезпечення цілісного й персоналізованого сервісу. В умовах стрімкого розвитку цифрових платформ, мобільних застосунків, чат-ботів і CRM-систем комунікація в індустрії туризму та гостинності виходить на новий рівень, що вимагає глибокого аналізу та адаптації до ринкових реалій. **ГІПОТЕЗА ДОСЛІДЖЕННЯ.** Передбачається, що цілеспрямоване впровадження сучасних маркетингово-комунікаційних технологій здатне не лише підвищити ефективність внутрішньої та зовнішньої взаємодії, а й посилити конкурентні позиції підприємств у туристичній галузі та сфері гостинності. В умовах постійних викликів таких як зміни споживчих запитів, глобальні кризи або культурні бар'єри саме ефективна маркетингова комунікація виступає запорукою стабільного функціонування й розвитку бізнесу.

**МЕТА.** Метою дослідження є аналіз сучасних тенденцій застосування маркетингово-комунікаційних технологій у туризмі та сфері гостинності, виявлення викликів і перспектив їх ефективного використання для формування довгострокових взаємин із клієнтами та підвищення якості сервісу.

**МЕТОДИ.** Для досягнення поставленої мети було використано системний підхід до аналізу наукових джерел, проведено порівняльний аналіз реальних кейсів із практики туристичних компаній і готелів,

а також застосовано методи контент-аналізу маркетингових технологій.

**РЕЗУЛЬТАТИ.** Результати дослідження засвідчили, що ефективна маркетингова комунікація є ключовою умовою забезпечення конкурентоспроможності у сфері туризму та гостинності. Використання вербальної й невербальної взаємодії, налагодження міжкультурного діалогу, а також активне застосування цифрових каналів комунікації дозволяють точніше адаптувати послуги до очікувань цільової аудиторії. Інтегровані маркетингові комунікації (ІМК) показали найвищу результативність у контексті залучення клієнтів і побудови довготривалих взаємин із ними.

**ВИСНОВКИ.** Отримані результати підтверджують важливість стратегічного підходу до маркетингово-комунікаційних технологій у туристичному та готельно-ресторанному бізнесі. Інноваційні інструменти у поєднанні з етичними стандартами та культурною чутливістю сприяють стабільному зростанню якості послуг. Ефективна комунікація є ключем до формування довіри, підвищення репутації та стрімкого розвитку у сфері туризму й гостинності. В умовах жорсткої конкуренції та високих запитів споживачів, здатність підприємств швидко адаптуватися до нових комунікаційних трендів визначає їхню життєздатність. Маркетингова цифровізація, персоналізація повідомлень і міжкультурна компетентність в умовах сьогодення виступають не лише перевагами, а й необхідною умовою успішного функціонування. Саме тому вдосконалення маркетингової комунікаційної стратегії має стати пріоритетом для тих, хто прагне зміцнити позиції на ринку та забезпечити довготривалий розвиток.

**КЛЮЧОВІ СЛОВА:** туризм; гостинність; технології; комунікація; маркетинг; туроперейтинг; інтегровані маркетингові комунікації; якість обслуговування; конкурентоспроможність.

**Introduction.** Communication plays a vital role in the tourism and hospitality industry, where service quality and customer experience are shaped by timely, clear and culturally sensitive interactions. As globalization, digitalization, and shifting consumer expectations redefine the sector, effective communication emerges not only as an operational necessity but also as a strategic asset. In an industry that serves diverse audiences and depends on emotional engagement, communication becomes a key driver of competitiveness, innovation and sustainability.

This study explores the significance of communication in tourism and hospitality, identifies current challenges, and outlines best practices for improving service delivery and guest satisfaction. By analyzing theoretical models and practical tools – ranging from intercultural competence and integrated marketing communication (IMC) to digital technologies and crisis communication – the research aims to provide a comprehensive overview of how communication enhances both customer relationships and organizational performance.

**Analysis of publications on the problem.** The tourism and hospitality industries are highly dependent on effective communication, as they serve a diverse range of customers and require synchronized interactions among various stakeholders. In the context of digital transformation and global uncertainty, communication functions both as a tool for business sustainability and as a driver of innovation. This study aims to analyze the current state of communication practices in tourism and hospitality, identify emerging challenges, and offer practical recommendations for enhancing service quality and customer engagement.

Communication in tourism and hospitality is defined as the process of exchanging information, emotions, symbols, and values between business entities to generate demand, promote products and services, ensure high-quality service delivery, and foster long-term customer relationships (Kotler et al., 2017).

Effective communication is a fundamental component of the tourism and hospitality sector, as it directly influences the quality of interactions between service providers and consumers. In today's globalized environment, effective communication enhances customer satisfaction, strengthens brand identity, and ensures the competitiveness of businesses.

The theoretical foundations of communication in tourism and hospitality include Communication Accommodation Theory (CAT), Co-Cultural Communication Theory, Hofstede's Cultural Dimensions, and Integrated Marketing Communications (IMC).

Communication Accommodation Theory (CAT), developed by Howard Giles, explains how individuals adjust their communication styles to either

converge with or diverge from their interlocutors. In tourism and hospitality, this theory implies that staff can adapt their language, nonverbal behavior, and service style to align with customers' cultural expectations, thus enhancing mutual understanding and satisfaction (Giles & Ogay, 2007).

Co-Cultural Communication Theory, proposed by Mark Orbe, explores the communication strategies employed by members of marginalized groups when interacting with dominant cultural groups. This theory is particularly relevant in hospitality contexts, where service providers must understand and respond to the diverse communication styles of guests from different cultural backgrounds (Orbe, 1998).

Hofstede's Cultural Dimensions model offers a framework for understanding cross-cultural communication differences. For instance, in cultures with high uncertainty avoidance, customers may expect detailed and structured information from staff, whereas other cultures may prefer a more flexible and informal approach (Hofstede, 2001).

Integrated Marketing Communications (IMC) involves the coordination of various communication channels to deliver a consistent brand message. In tourism and hospitality, IMC encompasses advertising, public relations, personal selling, and digital media, ensuring cohesive and effective outreach to target audiences (Samonova, 2013).

Understanding and applying these theoretical models are essential for effective communication management in the tourism and hospitality sector. Cultural adaptability, strategic communication planning, and integration of marketing channels contribute to enhanced service quality and customer satisfaction.

A distinctive feature of communication in this sector is its multi-channel, multicultural, and emotionally charged nature. Communication messages not only convey information but also inspire travel, shape expectations, and influence perceptions of destinations.

**Research methods.** This study employed a mixed-methods approach, combining both quantitative and qualitative methods of data collection and analysis. Such an approach enabled a deep and comprehensive understanding of the characteristics, trends, and challenges in the field of communication within the tourism and hospitality industry. Quantitative data made it possible to identify significant patterns, while qualitative methods provided insights into subjective experiences, the specifics of interpersonal interaction, and contextual factors influencing the effectiveness of communication technologies. The integrated application of these methods contributed to a more complete representation of the complex dynamics of communication processes in tourism and hospitality.

**Statement of the main results.** Communication is a fundamental element of effective interaction between individuals, organizations, and society as a whole. It enables the exchange of information, ideas, emotions, and values, creating the foundation for understanding, cooperation, and development. In today's world, characterized by dynamic changes and globalization, the importance of communication continues to grow, as it serves as the basis for decision-making, relationship building and the achievement of common goals across various spheres of human activity.

Types of communication in tourism:

- Marketing communication (advertising, public relations, digital platforms, branding);
- Operational communication (interaction between staff and customers);
- Intercultural communication (addressing cultural differences in communication);
- Crisis communication (communication during emergencies such as pandemics or natural disasters).

Marketing communication refers to the strategic dissemination of the value of a tourism product to the target audience through a range of tools, including advertising, public relations, personal selling, promotion, digital marketing, branding, and event marketing.

It serves as a strategic mechanism for interaction between tourism organizations (e.g., hotels, tour operators, travel agencies, airlines) and consumers, with the goals of informing, persuading, fostering loyalty, and motivating purchasing behavior.

Communication enables the effective transmission of information regarding:

- Tourism services, new offerings, and destinations;
- Travel conditions, promotions, and seasonal discounts;
- Quality standards, environmental practices, and safety features.

A strong communication strategy shapes a unique brand image:

- High-quality advertising builds emotional attachment to the brand;
- Public relations efforts establish credibility and social responsibility;
- Visual branding enhances brand recognition.

Marketing communication also stimulates consumer behavior through:

- Calls to action;
- Limited-time offers.

Importantly, communication continues after the sale:

- Maintaining engagement throughout the customer journey;
- Providing updates (e.g., transfer notifications, itinerary changes);

– Ensuring positive post-service impressions (e.g., surveys, thank-you messages, feedback requests).

In the digital era, the competitive edge belongs to those who communicate more effectively, promptly, and in a personalized manner. This capability is increasingly becoming a key determinant of market competitiveness.

Marketing communication in tourism extends beyond advertising; it represents a comprehensive system for managing consumer perceptions, brand value, and business profitability (Table 1).

Table 1

**Key tools of marketing communication in tourism and hospitality**

Tool	Example in tourism/hospitality	Brand value	Expected result
Advertising	Organizing a press tour to a new hotel	Creating a positive image, authority	Media coverage, trust growth, reputation building through independent sources
PR (Public Relations)	Instagram campaign with a promo code for a tour	Interaction with a digital audience, flexible promotion	Site visits, social media activity, direct conversions to bookings
Digital Communications	Visual identity of a travel company (logo, style, slogan)	Increasing recognition, associative perception of the brand	Formation of a sustainable brand image, emotional attachment to the company
Branding	Blogger publishes stories about a vacation in an eco-hotel	Building trust through "social confirmation"	Rapid target audience reach, recommendation effect, stimulation of impulsive bookings
Influencer Marketing	Organizing a press tour to a new hotel	Creating a positive image, authority	Media coverage, trust growth, reputation building through independent sources

Source: built by the authors on the basis of (Hudson & Hudson, 2017).

Marketing communication enables organizations to:

- Communicate the value of their offerings effectively;
- Build long-term relationships with customers;
- Survive and grow in a highly competitive and dynamic environment.

Operational communication refers to real-time, day-to-day interactions between service staff and customers. It plays a vital role in ensuring service quality and guest satisfaction.

Key components:

- Accuracy of information;

- Courtesy and empathy;
- Flexibility in problem-solving.

Examples:

- Hotel check-in interactions at the front desk;
- Wait staff recommending menu items;
- Tour operators providing itinerary details.

Characteristics:

- Typically occurs in real time;
- Requires soft skills (e.g., emotional intelligence, active listening);
- Directly influences customer satisfaction metrics such as Net Promoter Score (NPS) and online reviews.

Intercultural communication entails the dynamic and complex exchange of information, ideas, values, and meanings between individuals or groups originating from diverse cultural backgrounds. It encompasses not only verbal and non-verbal language differences but also deeply rooted distinctions in religious beliefs, behavioral norms, social structures, worldviews, and value systems (Table 2).

Table 2

**Intercultural communication in tourism and hospitality:  
examples and explanations**

Country	Culture Communication	Features Things to consider in tourism and hospitality	Examples of adaptation
Japan	<ul style="list-style-type: none"> <li>- High level of politeness</li> <li>- Formal style</li> <li>- Avoidance of conflicts and direct criticism</li> </ul>	<ul style="list-style-type: none"> <li>- Staff should behave in a reserved, formal manner</li> <li>- Avoid overt jokes or innuendo</li> <li>- Do not create situations where the client "loses face"</li> </ul>	<ul style="list-style-type: none"> <li>- Hotel staff greets customers with a bow</li> <li>- In case of a problem - an apology without direct accusation</li> </ul>
USA	<ul style="list-style-type: none"> <li>- Friendly, open style</li> <li>- Directness in communication</li> <li>- Emphasis on comfort and speed</li> </ul>	<ul style="list-style-type: none"> <li>- Staff should be smiling, available for conversation</li> <li>- Answer inquiries clearly, without unnecessary formality</li> </ul>	<ul style="list-style-type: none"> <li>- The reception offers "How can I help you today?"</li> <li>- Advertising campaigns - emotional, informal, with humor</li> </ul>
Saudi Arabia	<ul style="list-style-type: none"> <li>- High role of religion (Islam)</li> <li>- Traditional gender roles</li> <li>- Respect for elders</li> </ul>	<ul style="list-style-type: none"> <li>- Staff should be aware of halal rules, avoid physical contact between the sexes</li> <li>- Communication should be respectful, especially regarding religion</li> </ul>	<ul style="list-style-type: none"> <li>- Separate dining areas for women and men</li> <li>- Information about the availability of halal menus, prayer rooms</li> </ul>

End Table 2

Country	Culture Communication	Features Things to consider in tourism and hospitality	Examples of adaptation
Germany	<ul style="list-style-type: none"> <li>- Straightforwardness, clarity</li> <li>- Punctuality</li> <li>- Logic in expressing thoughts</li> </ul>	<ul style="list-style-type: none"> <li>- Providing clear, structured information</li> <li>- Avoiding overly emotional or ambiguous communication</li> </ul>	<ul style="list-style-type: none"> <li>- The tour operator provides detailed routes with exact times</li> <li>- Online booking includes a full cost calculation</li> </ul>
China	<ul style="list-style-type: none"> <li>- Avoidance of public confrontation</li> <li>- Respect for hierarchy</li> <li>- Meaning of symbols and numbers</li> </ul>	<ul style="list-style-type: none"> <li>- Avoid direct criticism</li> <li>- Use "lucky" numbers (8, 9), avoid 4</li> <li>- Demonstrate respect for the collective, not individualism</li> </ul>	<ul style="list-style-type: none"> <li>- Hotel rooms do not have the number 4</li> <li>- Group tours are accompanied in Chinese, taking into account traditions</li> </ul>

Source: built by the authors on the basis of (Reisinger & Turner, 2003).

This type of communication requires heightened cultural awareness, sensitivity, and adaptability, as individuals must navigate various communication styles, etiquette expectations, and contextual meanings that may differ significantly from their own cultural norms. Effective intercultural communication fosters mutual understanding, reduces the potential for conflict or misinterpretation, and is increasingly essential in a globalized world characterized by international tourism, multicultural workplaces, transnational collaborations, and digital interconnectedness

Importance:

- Ensures comfortable service delivery;
- Prevents misunderstandings and cultural conflicts;
- Enhances the tourist experience.

This is particularly critical in tourism, where:

- Guests often come from diverse cultural contexts;
- Failure to acknowledge cultural norms can result in dissatisfaction or conflict.

Intercultural communication is critically important in the tourism and hospitality industry because:

- Cultural sensitivity in communication helps avoid misunderstandings, complaints, and negative impressions;
- Adapting services and marketing messages to cultural norms increases guest satisfaction;
- It provides a competitive advantage for international hotels and travel companies serving a multicultural audience.

Crisis communication is a specialized branch of strategic communication that focuses on the timely and accurate dissemination of information during



emergency situations or unexpected disruptive events. These events may include force majeure circumstances, natural disasters (such as earthquakes, floods, or hurricanes), public health emergencies (like epidemics or pandemics), corporate scandals, cyber attacks, technological failures, or incidents that threaten an organization's reputation, operations, or stakeholders. The primary goal of crisis communication is to inform and reassure key audiences – such as customers, partners, employees, regulatory bodies, and the media – by providing clear, consistent, and credible messages. This helps mitigate panic, prevent the spread of misinformation, and maintain public trust in the organization during and after the crisis (Coombs, 2014).

Effective crisis communication involves a well-prepared strategy that includes pre-established protocols, designated spokespersons, and a cross-functional crisis management team. Communication must be transparent and empathetic, addressing stakeholders' concerns while outlining immediate actions and long-term recovery plans. In the digital age, crisis communication must also account for rapid information dissemination through social media platforms, where real-time engagement is crucial. Organizations that handle crises proactively and professionally can not only minimize reputational damage but also demonstrate resilience and reinforce stakeholder confidence.

Objectives:

- Minimize reputational risks;
- Ensure transparency and control of the situation;
- Restore the trust of the target audience.

Stages:

1. Preparation (pre-crisis) – development of scenarios and instructions, appointment of spokespersons.
2. Crisis response – prompt and honest communication about the situation.
3. Post-crisis – communication regarding corrective actions, compensation, and changes.

Examples:

- A hotel's social media post about an evacuation due to a forest fire;
- A letter from an airline apologizing for a flight delay and offering a voucher;
- A tour operator publishing an FAQ for tourists in response to a regional political conflict.

Tools: press releases emergency SMS or email alerts, social media posts with official statements, support hotlines.

Each type of communication fulfills a specific function in the tourism and hospitality system. An effective combination of these types is essential for delivering a high level of customer experience, maintaining reputational stability, and ensuring business competitiveness.

According to A. Morrison, effective communication in the hospitality industry is a prerequisite for improving service quality, as it is through communication that customer needs are identified and personalized services are delivered (Morrison, 2022).

In tourism and hospitality, communication plays a crucial role in facilitating high-quality interactions among tourists, staff, tour operators, service providers, and local communities. It is a key factor in shaping destination impressions and customer satisfaction.

Main Forms of Communication in Practice:

- Verbal (oral and written communication);
- Non-verbal (gestures, facial expressions, appearance, intonation);
- Online (websites, social media, email, mobile apps);
- Offline (face-to-face communication, brochures, signage).

Verbal communication includes both oral and written forms. In tourism, it encompasses direct interactions with tourists, business correspondence, filling out forms, and providing service explanations. Oral communication is especially important for building trust and creating a positive guest experience. Meanwhile, written communication (e.g., emails, messages, informational materials) ensures clarity and helps prevent misunderstandings (Sigala, 2019).

Non-verbal communication involves gestures, facial expressions, tone of voice, eye contact, physical distance, and other cues that express emotions and attitudes. In tourism, staff's non-verbal behavior significantly influences perceptions of service quality. For example, a sincere smile, friendly body language, and welcoming tone can overcome language barriers and foster trust (UNWTO, 2023).

Visual communication uses images, icons, info graphics, videos, and spatial design to convey information or create emotional appeal. In multicultural contexts, universal symbols are especially helpful in guiding tourists regardless of language. Tourism businesses increasingly use visual tools for branding, atmosphere creation, and service visualization.

With the advancement of information technologies, digital communication has become an integral component of tourism services. It includes websites, mobile apps, social media, chat bots, online booking platforms, and email newsletters. This channel enables communication with customers at all stages of their journey – before, during, and after the visit – and offers personalized service 24/7.

Intercultural communication is particularly important as it considers cultural codes, behavioral norms, etiquette, and communication expectations of different nationalities. Its effectiveness determines a tourism business's ability to operate successfully in the global market and provide inclusive service.

Effective communication in tourism should integrate all of the above forms, tailored to the specific context, client type, and technical capabilities of the enterprise (Table 3).

Table 3

**Basic technologies for overcoming communication problems in the tourism and hospitality**

Technology name	Short description	Expected results
Intercultural Competence	Train staff on guest cultural sensitivity	Reducing conflicts, improving service
Language Support	Use translators, multilingual systems and materials	Easier communication, increased accessibility
CRM and Digital Communication	Use customer relationship management systems and digital communication channels	Individualization of services, customer loyalty
Feedback and Conflict Management	Establish a feedback collection system, train staff to respond to complaints	Improving reputation, adapting services
Communication Standardization	Implement common communication templates and procedures	Consistency in service, professionalism
Innovative Technologies (VR/AR)	Use virtual and augmented reality	Informativeness, attracting tourists

Source: built by the authors on the basis of (Morrison, 2022).

In the tourism and hospitality, communication is a vital element for delivering quality service, creating positive customer experiences, and building long-term relationships among stakeholders. Challenges such as language barriers, intercultural differences, technological limitations, or poor staff communication management can seriously damage the reputation of tourism and hospitality enterprises.

Implementing intercultural competence. One of the key strategic approaches is the development of intercultural competence among staff. Employees should understand guests' cultural characteristics, including behavior, etiquette, expectations, and language specifics. Regular training in intercultural sensitivity can reduce misunderstandings and improve service quality. For example, international hotel chains such as Marriott and Hilton conduct intercultural communication training as part of their service standards (Sigala, 2019).

Language support and digital translators. Multilingual information systems, automated translators (e.g., Google Translate or AI-based tools), and the creation of menus, instructions, and information stands in multiple languages are effective methods for overcoming language barriers. Some hotels now offer mobile applications with built-in translation and employee chat features, significantly enhancing convenience for international tourists (Buhalis & Leung, 2018).

CRM systems and digital communication. The use of Customer Relationship Management (CRM) systems optimizes customer interaction

before, during, and after service delivery. These systems facilitate storing communication history, personalizing messages, and increasing customer loyalty. Digital tools – such as chat bots, instant messengers, social media, and email marketing – enable ongoing and convenient communication with clients.

Feedback and conflict management. Establishing an effective mechanism for receiving and addressing feedback is a critically important strategy. It enables timely responses to complaints, prevents issue recurrence, and improves service quality. Additionally, training staff in emotional intelligence and stress management enhances communication effectiveness in conflict situations.

Standardization of communication processes. Implementing uniform communication standards – including internal protocols, service scripts, and response templates ensures consistency and professionalism in customer interactions. These practices help avoid ambiguity, reduce the impact of the human factor, and improve tourist satisfaction.

Use of virtual and augmented reality. Innovative tools such as Virtual Reality (VR) and Augmented Reality (AR) create interactive communication environments that inform and engage customers in the anticipated travel experience, even before the trip. This enhances transparency, aligns expectations, and strengthens the connection between tourists and service providers (Hudson & Hudson, 2017).

The system of strategies and tools to address communication challenges in tourism and hospitality must be integrated, adaptive, and customer-focused. While technology plays an increasingly important role, human factors – such as cultural awareness and emotional intelligence – remain crucial to delivering high-quality interactions. Effective communication not only enhances customer experience but also creates a competitive advantage and supports the sustainable development of the industry.

Integrated marketing communications (IMC) play a key role in establishing sustainable competitive positions for businesses in the tourism and hospitality sector. The primary goal of IMC is to ensure coordinated and consistent delivery of marketing messages across all available communication channels (Belch & Belch, 2021).

In this sector, IMC encompasses advertising, public relations, direct marketing, digital platforms, social media, sales promotions, and personal selling. Effective integration of these elements creates a synergistic effect, where the overall communication impact exceeds the sum of its individual components.

A distinctive feature of IMC in tourism is the importance of the emotional aspect of service perception. Consumers make decisions not only based on rational arguments but also under the influence of emotions, impressions, and brand associations – formed through visuals, customer reviews, social media stories, and personal experiences.

A key element of modern IMC strategy is digital transformation. The use of big data, CRM systems, artificial intelligence, and personalized messaging allows for precise targeting and customization of marketing efforts for specific consumer segments.

For instance, hotels increasingly deploy automated communication systems throughout the booking, stay, and post-trip phases, boosting guest satisfaction and loyalty.

Consistency of communication across all company departments is particularly important. Discrepancies between promotional promises and actual service quality can damage a brand’s image and cause customer loss.

Therefore, communication integration must include both external and internal processes.

Overall, IMC has become an integral part of the strategic management of tourism and hospitality enterprises, enhancing competitiveness, building strong brands, and fostering long-term customer relationships.

Let’s consider some examples of IMC in the hotel and tour operator sector (Table 4).

Table 4

**Examples of IMC Practices in Hotels and Tour Operators**

Organization	IMC Tools and Features	Results
Fairmont Grand Hotel Kyiv	Advertising in premium media (e.g., <i>Luxury Travel Magazine</i> ), PR in glossy publications, email newsletters, Google Ads, Instagram (interior tours, restaurant content); 360° virtual hotel tour, integration with global booking platforms	22% growth in the MICE events segment in 2023
11 Mirrors Design Hotel	Brand ambassadors (Ukrainian celebrities), content on Facebook and Instagram, partnerships with travel journalists, AI-personalized email marketing; boutique hotel concept	Nominated for the World Boutique Hotel Awards 2022
Premier Palace Hotel Kyiv	Participation in ITB exhibitions, partnership promotions with VISA, personalized emails, CRM for returning guests, interactive website with virtual assistant; loyalty program "Premier Club"	28% increase in direct bookings (2022–2023)
Join UP!	Instagram influencers, Google Ads, YouTube video tours, segmented email campaigns, offline events for travel agents	Over 1 million social media followers; 4M+ monthly reach
TEZ Tour Ukraine	Seasonal campaigns, bank partnership bonuses, mobile app with push notifications, promotional webinars; gamified sales	Integration with online travel agencies

Source: built by the authors on the basis of (<https://www.fairmont.com/kyiv/>; <https://11mirrors-hotel.com>; <https://premier-palace.com>; <https://joinup.ua>; <https://www.teztour.ua>; <https://www.coraltravel.ua>).

**Conclusions and research prospects.** This study confirms that effective communication is a foundational element in the success of the tourism and hospitality industry, with direct implications for customer satisfaction, brand loyalty, and operational efficiency. Organizations that implement integrated marketing communication (IMC) strategies – particularly those that are culturally sensitive, digitally enabled, and personalized tend to achieve higher guest retention rates and receive more positive customer feedback.

One of the critical challenges identified is the persistent gap in digital communication competencies and intercultural skills, especially among frontline staff in small and medium-sized enterprises (SMEs). Addressing this issue requires targeted staff training, institutional support, and strategic investment in communication infrastructure and human capital development.

The increasing reliance on digital communication tools – including social media platforms, AI-driven chat bots, mobile apps, and multilingual content management systems – has fundamentally transformed guest engagement. These technologies, when embedded within a cohesive and strategic communication framework, enhance service personalization, streamline operations, and improve crisis response capabilities.

Moreover, the ability of employees to navigate both verbal and non-verbal cues in multicultural settings is emerging as a core competency. Effective communication now extends beyond transactional exchanges; it plays a strategic role in shaping brand identity, fostering transparency and trust, and aligning with sustainability values important to modern travelers.

Despite these advances, communication gaps persist – particularly in areas such as crisis communication, cross-cultural misunderstandings, and inconsistency across service channels. These gaps present opportunities for future innovation, such as the implementation of more advanced customer relationship management (CRM) systems, refined brand storytelling techniques and enhanced staff training programs.

Looking ahead, the integration of immersive technologies (e.g., AR/VR) for pre-arrival engagement, the broader use of AI for real-time communication support, and the promotion of sustainability messaging aligned with global tourism trends represent promising directions. Future research should focus on the longitudinal effects of such innovations on customer behavior, brand loyalty and organizational resilience.

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