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DIGITAL TECHNOLOGIES AND CUSTOMER SATISFACTION IN MODERN SALON MANAGEMENT

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ABSTRACT

Digital technologies have become increasingly important in modern salon management by improving appointment scheduling, customer communication, service personalization, marketing, and operational efficiency. Online booking systems, customer relationship management (CRM) software, mobile applications, digital payment facilities, social media platforms, and electronic feedback systems enable salons to provide more convenient and responsive services. Customer satisfaction is a critical factor in salon success because satisfied customers are more likely to revisit, recommend services to others, and maintain long-term relationships with salon businesses. This article examines the role of digital technologies in enhancing customer satisfaction in modern salon management, with particular attention to service accessibility, appointment convenience, personalized experiences, communication quality, and customer loyalty. Previous research on digital service adoption and electronic service quality indicates that usability, reliability, responsiveness, and perceived value influence customers' experiences with technology-based services (Paulus et al., 2022; Lázár & Szűcs, 2024). Research specifically examining online salon reservation systems also demonstrates the importance of system quality and customer satisfaction in encouraging continued use (Moon & Yang, 2021). The article adopts a qualitative, literature-based approach to examine the relationship between digital technology adoption and customer satisfaction. It considers both the benefits and challenges of digital transformation, including privacy concerns, technical difficulties, implementation costs, and differences in customers' digital skills. The article argues that digital technologies can strengthen salon competitiveness when they are reliable, easy to use, and integrated with professional human interaction. Effective salon management therefore requires a balanced approach that combines technological innovation with personal attention, service quality, and customer-oriented practices.

KEYWORDS

Digital Technologies, Customer Satisfaction, Salon Management, Online Booking Systems, Customer Relationship Management, Digital Marketing, Service Quality, Customer Loyalty

INTRODUCTION

The development of digital technologies has significantly transformed the management of service-oriented businesses, including modern beauty salons, hair salons, and skincare establishments. Customers increasingly expect convenient appointment scheduling, timely communication, personalized services, transparent pricing, and accessible information before selecting a salon. Traditional salon management methods that depend exclusively on telephone bookings, handwritten records, and face-to-face communication may create difficulties in

appointment coordination, customer information management, and service follow-up. Digital tools provide opportunities to address these challenges by integrating booking systems, customer databases, electronic payments, social media communication, and automated reminders into daily business operations. Paulus et al. (2022), in their systematic literature review of digital service adoption, identified usability, compatibility, enjoyment, and consumer-related characteristics as important considerations in customers' acceptance of digital services. These factors are relevant to salon management because customers are more likely to appreciate technological services when they are convenient, understandable, and suitable for their needs.

Customer satisfaction represents one of the most important indicators of successful salon management because beauty services are strongly influenced by customer expectations, personal preferences, professional interaction, and perceived service quality. Customers generally evaluate their salon experiences according to several factors, including the ease of making appointments, waiting time, staff professionalism, treatment outcomes, communication, and the overall value of the service received. Digital technologies can improve several of these factors by providing customers with online booking options, appointment confirmations, service reminders, electronic payment methods, and convenient channels for submitting feedback. Moon and Yang (2021) investigated the relationship between online reservation system quality, customer satisfaction, and continued use in beauty salons. Their findings indicated that reservation system quality significantly influenced customer satisfaction and continued use intentions. This evidence suggests that digital systems are not merely administrative tools; they can also contribute to the overall customer experience by making salon services more accessible, organized, and convenient.

Online booking platforms and mobile applications have become particularly relevant to modern salon operations because they allow customers to explore available services, select preferred appointment times, and manage reservations without relying entirely on direct telephone communication. Such systems can reduce scheduling conflicts, improve appointment coordination, and provide customers with greater control over their salon visits. Digital appointment reminders may also reduce forgotten bookings, while electronic customer records can help salon professionals understand previous treatments and individual preferences. Permatasari et al. (2023), in their research on mobile-based salon and spa reservations, discussed the potential of digital reservation systems, online marketing, and technology-based customer management to improve operational efficiency and customer experience. However, the effectiveness of these systems depends on their technical reliability, accessibility, and suitability for customers. Lázár and Szűcs (2024) reviewed approaches to measuring customer experience in mobile applications, emphasizing the importance of understanding how customers interact with digital services. In salon management, this perspective highlights the need to evaluate not

only whether a technology is available but also whether customers find it practical and satisfying to use.

Another important application of digital technology is customer relationship management, which allows salons to organize customer information, maintain service histories, communicate promotions, and develop more personalized service experiences. Through appropriately managed digital records, salon professionals can identify customers' preferred services, remember relevant treatment preferences, and provide timely information about appointments and available offers. Social media platforms also enable salons to display their work, communicate with existing customers, attract new audiences, and respond to customer questions. Online reviews and digital feedback can influence customer perceptions before they visit a salon, making reputation management an important component of contemporary business operations. Research by Song and Kwon (2025) on online reviews in beauty shops found that review credibility and positive customer feedback were associated with stronger booking intentions. Although online reviews do not represent every aspect of customer satisfaction, they demonstrate how digital communication can influence customer trust and service-selection decisions. Therefore, salon managers need to maintain accurate information, respond professionally to feedback, and ensure that their online representations reflect the quality of services customers can realistically expect.

Despite their advantages, digital technologies do not automatically guarantee customer satisfaction. Poorly designed booking applications, inaccurate appointment availability, delayed responses, payment difficulties, and inadequate protection of personal information can create dissatisfaction rather than improve the customer experience. Some customers may also prefer personal communication, particularly when discussing complex beauty treatments, sensitive skincare concerns, or individualized service requirements. Research on digital service adoption suggests that technology acceptance depends on customer characteristics, service conditions, and the usability of the technology itself (Paulus et al., 2022). Similarly, research on electronic service quality indicates that efficiency, reliability, responsiveness, and other service attributes are important when evaluating technology-mediated services (Lionello et al., 2020). These considerations are important for salons because customers evaluate both the digital interaction and the professional service delivered in person. A convenient booking application cannot compensate fully for unprofessional staff behavior, poor treatment results, or inadequate communication. Digital transformation must therefore support, rather than replace, the personal attention that is central to beauty services.

The relationship between digital technologies and customer satisfaction deserves systematic investigation because salon businesses operate in an increasingly competitive service environment in which convenience, reputation, customer retention, and service differentiation

influence business performance. Although studies have examined online salon reservations, mobile applications, electronic service quality, and digital customer experiences, further attention is needed to understand how these different technological applications work together within salon management. The present article examines the role of digital technologies in shaping customer satisfaction through appointment convenience, service accessibility, communication, personalization, and customer relationship management. It also considers the challenges that may limit the benefits of digital adoption, particularly technological reliability, privacy, affordability, and customers' preferences for personal interaction. By synthesizing relevant literature, the article develops an understanding of how salon managers can use digital systems to improve customer experiences while maintaining professional service standards. The central argument is that customer satisfaction is most likely to improve when digital technologies are implemented strategically, supported by trained employees, and aligned with customers' expectations and practical needs.

RESEARCH OBJECTIVES

1. To examine the role of digital technologies in improving customer satisfaction in modern salon management.
2. To identify the influence of online booking systems, digital communication, and customer relationship management on customer experiences and loyalty.
3. To analyze the major challenges associated with digital technology adoption and their implications for customer satisfaction in salon businesses.

RESEARCH QUESTIONS

1. How do digital technologies influence customer satisfaction in modern salon management?
2. How do online booking systems, digital communication, and customer relationship management affect customer experiences and loyalty?
3. What challenges do salon businesses face when implementing digital technologies to improve customer satisfaction?

LITERATURE REVIEW

Digital technologies have become an important component of service management because they enable businesses to improve accessibility, operational coordination, and customer interaction. In modern salon management, digital transformation includes online appointment scheduling, mobile applications, customer relationship management systems, electronic payments, digital

marketing, and online feedback platforms. These technologies can simplify administrative tasks while allowing customers to access salon services more conveniently. Paulus et al. (2022) examined factors influencing the adoption of digital services and identified consumer characteristics, service environments, and technology-related factors such as usability and compatibility as important considerations. Their findings provide a useful foundation for understanding salon customers' acceptance of digital systems. Customers may respond positively when technological services save time and simplify booking procedures, whereas complicated interfaces and unreliable functions may discourage their use. Therefore, the contribution of digital technology to customer satisfaction depends not only on its availability but also on the quality of the experience it provides.

Online booking systems are particularly important in salon management because appointment scheduling directly affects customer convenience and operational efficiency. Traditional booking procedures may involve missed calls, scheduling errors, incomplete records, and uncertainty about appointment availability. Digital reservation systems can address these difficulties by allowing customers to select services, view available times, receive confirmations, and manage appointments more independently. Moon and Yang (2021) examined online reservation system quality in beauty salons and found significant relationships between system quality, customer satisfaction, and intentions to continue using the system. Their research demonstrates that the performance of a booking system can influence customers' perceptions of the salon's service delivery. When reservations are handled accurately and efficiently, customers may experience less uncertainty and greater confidence in the business. However, booking systems must be regularly updated, easy to navigate, and integrated with the salon's actual appointment schedule to prevent double bookings and unnecessary waiting.

Mobile applications and digital reservation platforms can further improve customer experience by making salon services accessible beyond conventional business hours. Customers can review available treatments, check service information, and request appointments without visiting the salon or making a telephone call. Permatasari et al. (2023) discussed mobile-based salon and spa reservations and highlighted the potential of digital reservations, online marketing, and technology-based customer management to improve convenience and service experiences. These applications may also help salon managers coordinate appointments and manage customer information more efficiently. Nevertheless, the benefits of mobile technology depend on its reliability, accessibility, and suitability for the intended users. Lázár and Szűcs (2024), in their systematic literature review of customer experience in mobile applications, examined how customer experience can be measured in digital environments. Their work supports the importance of evaluating usability and the overall customer journey rather than focusing exclusively on technical functionality. For salons, this means that digital platforms should

provide clear service descriptions, straightforward booking procedures, timely confirmations, and effective support when problems arise.

Customer relationship management is another significant dimension of digital salon management because it enables businesses to maintain organized customer records and develop more consistent relationships with their clients. CRM systems can store appointment histories, preferred services, communication preferences, and relevant feedback, helping salon staff provide more personalized experiences. For example, a salon may use customer records to recognize returning clients, understand their service preferences, and send appropriate appointment reminders. Such practices can improve communication and make customers feel that their preferences are understood. However, personalization must be managed responsibly, with suitable safeguards for customer information and respect for communication preferences. Digital customer management should support professional relationships rather than make interactions feel impersonal or excessively promotional. The effectiveness of CRM systems consequently depends on the quality of the information recorded, employees' ability to use the system, and the extent to which digital communication supports customers' actual needs.

Digital marketing and online reviews also influence customer satisfaction by shaping expectations before and after a salon visit. Social media platforms enable salon businesses to display their services, communicate prices, announce promotions, and respond to questions. Online reviews provide additional information about previous customers' experiences and may influence decisions about whether to book a service. Song and Kwon (2025), in their study of online reviews and booking intentions for beauty shops, found that online reviews were associated with booking intentions and that review credibility contributed to customers' confidence in choosing a service. These findings suggest that digital reputation management is important for attracting customers and building trust. However, marketing messages must accurately represent the services available, and salon managers should respond to negative feedback professionally. When promotional claims exceed actual service performance, customers may experience disappointment, reducing satisfaction and the likelihood of repeat visits. Digital marketing therefore works most effectively when it communicates genuine service quality and supports realistic customer expectations.

Electronic service quality provides a broader theoretical basis for understanding the relationship between digital technology and customer satisfaction. Lionello et al. (2020) conducted a meta-analysis of electronic service quality research and examined relationships involving perceived quality, value, satisfaction, trust, and loyalty. Their analysis indicated that electronic service quality is associated with important customer outcomes, although the strength of these relationships varies according to context. In salon management, this suggests that technological

convenience should be considered alongside reliability, responsiveness, security, and the value customers receive from digital interactions. A booking platform that works quickly but fails to protect customer information may not generate lasting trust. Similarly, an application with attractive features may provide limited satisfaction if customers cannot obtain help when appointments change. Salon managers should therefore assess digital systems through customers' actual experiences, including the accuracy of information, ease of use, responsiveness to enquiries, and consistency between online promises and in-person services.

Although the literature identifies several advantages of digital technologies, important challenges remain. Small salon businesses may face financial limitations, inadequate technical knowledge, insufficient employee training, and difficulties integrating different software systems. Customers also differ in their willingness and ability to use digital services, meaning that exclusive reliance on online booking could create barriers for people who prefer telephone or in-person communication. Privacy and security are additional concerns because digital systems may contain contact details, appointment histories, and other personal information. Research on digital service adoption emphasizes that technology acceptance is influenced by individual, situational, and service-specific factors (Paulus et al., 2022). Consequently, successful implementation requires more than purchasing software: it requires employee training, clear procedures, reliable technical support, and alternatives for customers who cannot or do not wish to use digital channels. A balanced approach that combines digital convenience with personal interaction may be particularly appropriate for salons, where trust, communication, and individualized attention remain central to service quality.

The reviewed literature establishes a meaningful connection between digital technology, service quality, customer experience, and satisfaction, but it also indicates the need to consider these elements together in the specific context of salon management. Studies of salon reservation systems provide direct evidence concerning customer satisfaction and continued use, while broader research on digital services and mobile applications helps explain why usability, reliability, and customer expectations matter. Research on online beauty-shop reviews further demonstrates the importance of digital trust in booking decisions. However, satisfaction with the digital system should not be confused with satisfaction with the complete salon experience. Customers may appreciate a convenient application while remaining dissatisfied with treatment outcomes, waiting times, or staff communication. The present article therefore considers digital technology as one part of an integrated service experience in which technological performance, employee competence, personal attention, and service quality jointly influence customer perceptions.

METHODOLOGY

This article adopts a qualitative, literature-based methodology to examine the relationship between digital technologies and customer satisfaction in modern salon management. The approach involves reviewing published research concerning online salon reservation systems, digital service adoption, mobile applications, electronic service quality, customer relationship management, and online reviews. Relevant literature is considered according to its relationship with the research objectives, its contribution to understanding customer experience, and its relevance to technology-enabled service businesses. Particular attention is given to studies directly addressing beauty salons and mobile-based salon reservations, alongside broader studies that explain customer responses to digital services. The selected literature provides a conceptual basis for examining how technological convenience, usability, reliability, communication, and personalization may influence customer satisfaction.

The methodological approach is descriptive and interpretive because the article seeks to synthesize existing knowledge rather than report newly collected survey or experimental data. Information from the selected studies is compared to identify recurring themes, differences in research contexts, and issues requiring further investigation. The analysis considers both the potential advantages of digital technologies and the limitations associated with implementation, including privacy, technical reliability, affordability, and customer preferences. No original participants, questionnaires, interviews, or numerical datasets are claimed in this article. The conclusions are therefore based on the interpretation of published literature and should be understood as a literature-based assessment rather than the results of a new empirical investigation.

RESEARCH DESIGN

The study uses a qualitative descriptive research design based on a structured review and thematic synthesis of relevant literature. The design is intended to organize existing research around the principal dimensions of digital salon management, including online booking, mobile applications, customer relationship management, digital marketing, electronic service quality, and customer satisfaction. Studies concerning beauty salons are given particular attention because they provide context-specific insights into appointment management and customer responses to salon technologies. Broader studies of electronic services and mobile applications are used to explain general mechanisms through which digital tools may influence customer perceptions. This design allows the article to examine the topic from both operational and customer-oriented perspectives without presenting uncollected data as empirical evidence.The literature is interpreted through thematic categories derived from the research objectives and recurring concepts in the reviewed studies. These categories include convenience and accessibility, system reliability, personalized communication, trust and privacy, customer

satisfaction, and continued patronage. The findings from different sources are compared to identify areas of agreement and limitations in the available evidence. Because the reviewed studies may differ in their populations, methods, and service settings, their conclusions are not assumed to apply equally to every salon. Instead, the design supports a contextual interpretation of how digital technologies may contribute to satisfaction when implemented in ways that reflect customers' needs and the operational capabilities of salon businesses.

DATA ANALYSIS

The literature is analyzed through thematic synthesis to understand the principal ways in which digital technologies may influence customer satisfaction in modern salon management. The first theme concerns convenience and accessibility, particularly the role of online booking systems and mobile applications in reducing the effort required to arrange appointments. Research on online salon reservation systems indicates that system quality is associated with customer satisfaction and continued use (Moon & Yang, 2021). This suggests that accurate scheduling, accessible service information, and reliable booking confirmations are important features of customer-oriented salon management. The second theme concerns service quality and usability. Research on digital service adoption indicates that customers' responses depend partly on the usability and suitability of digital systems (Paulus et al., 2022). Consequently, digital platforms are likely to be more useful when customers can complete common tasks easily and receive assistance when technical difficulties occur.

The second area of analysis concerns communication, personalization, and customer relationships. Digital customer records, appointment reminders, and online communication channels can support more consistent interactions between salons and their customers. These technologies may help businesses understand customer preferences and coordinate service delivery more effectively. However, the usefulness of personalization depends on accurate information, responsible data management, and appropriate communication practices. The literature on mobile application experiences also highlights the importance of evaluating the complete customer interaction rather than considering technical features in isolation (Lázár & Szűcs, 2024). For salon managers, this means assessing whether digital communication genuinely improves convenience, reduces uncertainty, and helps customers obtain the services they expect. Excessive promotional messages, inaccurate customer records, or delayed responses may weaken the benefits of digital communication and negatively affect customer perceptions.

The third area of analysis concerns trust, perceived service quality, and customer loyalty. Digital platforms influence how customers evaluate salons before booking and how they communicate their experiences afterward. Electronic service quality research connects digital service attributes with satisfaction, perceived value, trust, and loyalty, although the strength of these relationships

varies across service settings (Lionello et al., 2020). In salon management, system reliability and data protection may contribute to trust, while accurate online information and responsive communication may strengthen customers' confidence in the business. Nevertheless, digital service quality is only one component of the overall salon experience. Customers also evaluate treatment outcomes, employee professionalism, cleanliness, waiting times, and personal attention. The literature therefore supports a combined interpretation in which digital convenience and traditional service quality should be considered together when assessing customer satisfaction.

FINDINGS

The literature-based analysis indicates that digital technologies can support customer satisfaction by making salon services more accessible, convenient, and organized. Online booking systems allow customers to arrange appointments with greater flexibility, while digital reminders and electronic scheduling can help reduce communication difficulties and appointment conflicts. The research by Moon and Yang (2021) provides direct support for the importance of online reservation system quality in beauty salons. These findings suggest that salon managers should prioritize the reliability and usability of their booking systems rather than simply introducing technology for its own sake. Accurate availability, clear service information, timely confirmations, and straightforward cancellation procedures are practical features that may improve the customer experience. However, the strength of these benefits may differ according to customers' preferences and the quality of implementation.

A second finding is that digital communication and customer relationship management can support personalization and strengthen relationships between salons and their customers. Customer databases, appointment histories, feedback channels, and appropriately managed reminders can help salon professionals provide more consistent services and understand individual preferences. Digital marketing and online reviews may also influence customers' expectations, confidence, and booking decisions. Research on digital service adoption and customer experience indicates that usability, reliability, and the quality of customer interactions are important considerations when evaluating technology-based services (Paulus et al., 2022; Lázár & Szűcs, 2024). These findings imply that salon businesses should combine technological efficiency with accurate communication, responsive customer support, and professional service delivery. Digital tools are most valuable when they help salon staff respond to customers' needs rather than replace meaningful personal interaction.A third finding is that digital technology adoption presents challenges that can limit customer satisfaction when implementation is inadequate. Technical failures, inaccurate booking records, privacy concerns, implementation costs, and insufficient employee training may reduce the effectiveness of digital systems.

Customers who are unfamiliar with mobile applications or who prefer direct communication may also experience difficulties if salons depend exclusively on digital channels. The literature on electronic service quality emphasizes that technology-mediated satisfaction depends on multiple service attributes rather than a single technological feature (Lionello et al., 2020). Accordingly, salon managers need to consider system reliability, data protection, employee competence, and alternative booking methods when developing digital strategies. The overall findings suggest that digital technologies offer meaningful opportunities for improving customer experiences, but their success depends on thoughtful implementation and their integration with professional human service.

CONCLUSION

Digital technologies have an important role in modern salon management because they can improve appointment scheduling, customer communication, service accessibility, personalization, and operational coordination. Online booking systems and mobile applications can make appointments easier to arrange, while customer relationship management tools can help salons maintain organized records and communicate more effectively with clients. Digital marketing and online reviews can also influence customer expectations and confidence in salon services. The reviewed literature indicates that the quality, usability, and reliability of these technologies are important considerations in shaping customer experiences. Research specifically concerning beauty salon reservation systems supports the importance of system quality for customer satisfaction and continued use (Moon & Yang, 2021). Therefore, technology adoption should be guided by the practical needs of customers and the service objectives of the business.

The article also concludes that digital transformation should not be considered a substitute for professional salon services and personal interaction. Customer satisfaction depends on the complete experience, including the quality of treatments, staff behavior, communication, cleanliness, waiting time, and the value received. Digital systems may improve administrative efficiency, but technical problems, privacy concerns, inadequate training, and complicated interfaces can reduce their effectiveness. Salon managers should therefore select accessible and reliable systems, train employees appropriately, protect customer information, and maintain alternative communication channels for customers who prefer them. By combining technological convenience with personal attention and consistent service standards, salon businesses can create a more balanced and customer-oriented management approach.

Overall, digital technologies provide valuable opportunities to strengthen customer satisfaction and support long-term relationships in modern salon management. Their effectiveness depends on how well they are integrated into daily operations and whether they genuinely address customers' expectations. The literature reviewed in this article suggests that convenience,

usability, reliability, personalization, trust, and professional service quality should be treated as interconnected elements of customer experience. Salon managers should consequently evaluate digital systems not only through their operational benefits but also through customer feedback, recurring booking behavior, service complaints, and perceived satisfaction. Since this article is based on existing literature rather than newly collected empirical data, further research using customer surveys, interviews, and comparative studies of digitally enabled and traditionally managed salons would help establish the strength of these relationships in different business settings.

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