



## Impact of Customer Relationship Management on Customer Retention in Hotels

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### ABSTRACT

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This research aims to measure the impact of customer relationship management (CRM) on customer retention (CR) in a sample of five-star hotels in Cairo. CRM is a technology for managing all your company's relationships and interactions with customers and potential customers. The goal is simple: improve business relationships to grow your business. A CRM system helps companies stay connected to customers, streamline processes, and improve profitability. For this purpose, online questionnaires were directed to a random sample of customers in the investigated hotels. A number of 400 forms was distributed, among them 350 forms (88%) were completed and valid for analysis. The research hypotheses tested through multiple regression using statistical package for social science (SPSS 25). The results showed that CRM positively affect CR. Also, the results illustrated that the present investigation states that this concept is well understood by the hotels as assumed by the participants' responses through the survey study.

### Introduction

Over the years, CRM has gained in importance in explaining client loyalty to a specific organization. Dowling (2002) stated that establishing a good customer relationship is the main reason for having loyal customers who bring a great deal of business than non-loyal customers. The most critical aspect of CRM is customer service. As a result, the concept is extremely relevant to the hospitality business (Algharabata *et al.*, 2018).

In addition to creating and maintaining new customers, CRM seeks to gain a competitive advantage by excelling at understanding, communicating, delivering, and developing existing customer relationships. In addition, CRM is one of the concepts that places the client at the heart of a business and views the client as the organization's cornerstone. (Stefanou *et al.*, 2003).

Understanding important customer satisfaction variables is essential for success in the hotel industry. Client satisfaction results in repeat purchases, a desire to return, and customer retention. (Poon and Long, 2005). On the other hand, Ovenden (2005) argued that it is necessary to satisfy him in order to retain a customer. Furthermore, Desai and Mahajan (2008) It is also presumed that the consumers that have been kept

are satisfied customers. Ranaweera and Prabhu (2003) agreed with the concept and discovered that customer satisfaction has a significant beneficial effect on customer retention.

With increasing competition, customer retention in the lodging industry has become more and more important. Hotels where customers can attract, maintain, satisfy and retain are more likely to survive (Choi & Chu, 2001). In addition, Customer retention is critical for the hotel in order to achieve long-term sustainability and growth; hence, it is the hotel's responsibility to ensure that all customer wants and desires are met. (Kahrig, 2005).

## **Literature Review**

### **Concept of Customer Relationship Management (CRM)**

In recent years, CRM has been defined by many authors, and has different meanings as a concept. CRM, according to Stone and Findlay (2001), is an organization that collects a large amount of customer information from many sources and stores it in order to separate, analyze, and reuse areas. In addition, Forss and Stone (2001) described it as the application of knowledge in research methodology, technology, and e-commerce to the management of client relationships. Furthermore, Parvatiyar and Sheth (2002) stated that CRM is a wide approach that encompasses the process of acquiring, maintaining, and collaborating with specific customers in order to create distinct value for both the organisation and the client. By contrast, CRM is defined as the integration of technology such as accounting software, websites, marketing software, and social media in order to strengthen customer connections. (Klutse, 2016).

### **Dimensions of CRM Implementations**

#### **1. Customer orientation**

It refers to the predisposition of the employee to satisfy the needs of the customers and this has a positive impact on customer satisfaction since the primary goal of customer-oriented activities is to promote customer happiness and loyalty. (Brown *et al.*, 2002). Numerous researchers have found a link between customer focus strategy and customer retention. (Dowling, 1993; Liu *et al.*, 2003; Sin *et al.*, 2005; Asikhia, 2010; Tajeddini, 2010). Moreover, Customer orientation is also regarded as one of the most effective sources for gaining a thorough understanding of the client, which aids in the delivery of an acceptable plan to fulfill the needs of the customer. (Youssef, 2017).

#### **2. CRM organization**

According to Mechinda and Patterson (2011), in order for service personnel to demonstrate customer-oriented behaviour, firms must create an atmosphere of service in the workplace. (e.g. an appropriate reward system, inspiring service leadership, tracking customer satisfaction and complaint management systems, and providing modern tools and technology for staff). Therefore, Successful implementation of CRM depends on the involvement of all organizational members in the project; redesign of organizational structure and processes; and appropriately lead change (Elmuti *et al.*, 2009). According to Sin *et al.* (2005), the fundamental goal of

collecting customer data was to get a clear picture of them. Organizations can use such data to develop and establish beneficial relationships with their customers. Previous studies have shown a positive impact on customer retention by CRM organizations (Yim *et al.*, 2005).

### 3. Knowledge management

A company cannot be customer focused without knowing customer needs. CRM can only be successful if customer information is properly translated into customer knowledge (Freeland 2003; Plessis & Boon 2004). This knowledge organisation can use it to strengthen and expand their client relationships (Zahay and Griffin, 2004). Moreover, Knowledge management assists a business in developing stronger customer relationships and has a favourable impact on customer satisfaction (Sin *et al.*, 2005; Yim *et al.*, 2005; Akroush *et al.*, 2011). Knowledge management can be understood as a creative, efficient and effective use of knowledge to attract and retain clients and improve the organization (McDonald, 1999).

From previous discussion, it can be said that knowledge management process is one of the key factors for long-term CRM achievement. (Alhawari & Ibrahim 2010, Khaksar *et al.*, 2011)

### 4. Technology- based CRM

A contemporary system can be used to improve enterprises' ability to decrease internal costs, interact better with the environment, and increase long-term economic profit as information communication technology progresses (Moriarty *et al.*, 2008). Many CRM-related operations, including as knowledge management, cannot be maximized unless cutting-edge technology is used. In fact, Most CRM applications benefit greatly from technological advancements, including the ability to collect and analyze data on customer patterns, develop predictive models, respond with timely and effective customized communications, and efficiently deliver individual customized value offerings to individual customers (Peppard, 2000; Vrechopoulos, 2004).

In conclusion, According to Yim *et al.* (2005), a successful CRM implementation is dependent on the integration of four dimensions: customer orientation, CRM organisation, knowledge management, and technology-based CRM in an effective overall CRM strategy.

## 2. CRM and Hotel Industry

According to Gronroos (2004), it is critical for the hotel business to create relationships with consumers due to the intrinsic qualities of service companies' production and consumption. These examples demonstrate how crucial CRM is to the hospitality industry because of its service-oriented nature (Alt and Reinhold, 2012). Moreover, increasing customer expectations, price-sensitive customers, rising customer acquisition costs, uncertain market conditions and less brand loyalty are all key factors that drive the use of CRM as a successful hotel strategy (Mylonakis, 2009; Wu & Li, 2011; Anshari *et al.*, 2019). CRM practices are commonly utilized in the service business to improve client satisfaction and retention (Buttle, 2009; Pai & Tu,

2011). As a result; satisfied customers would return and could also bring in new customers.

The benefits of using CRM in the hospitality industry are increased customer satisfaction and retention; increased share of category spending; increased repeat business; increased likelihood of referral business (Buttle, 2009). These results come from a strategy to strengthen customer relationships by providing customer value that always leads to satisfaction. On a previous study, Scanlan and McPhail (2000) discovered that hotel guests regarded customization, dependability, and social bonding as the most influential variables in boosting their pleasure and, as a result, their retention in the hotel. Kotler (2006) illustrated that customer satisfaction is the key to customer retention. Hence, the following hypothesis could be proposed:

***OC positively influences AC***

**Methodology**

An online survey was adopted to investigate the customers' perspectives towards the impact of CRM practices on CR in a sample of five-star hotels in Cairo. A convenience sample was used in this study to select the hotels. The methodology for the best usage of online survey proposed by Evans and Mathur (2005) was followed. During the tool's creation, one member of the research team began developing the online survey, while another team member double-checked it for correct presentation and precision before sending the URL to the participants. The purpose of the research was explained by an introduction and hotel customers were invited to participate in the study. All respondents were reviewed for confidentiality and the analyzes were kept updated for research purposes. The URL (English and Arabic) was sent by e-mails and various social media accounts to hotel customers. Several times a day, the research team examined and followed the replies (see Table 1).

**Table 1**  
The Investigated Hotels

Hotel Name	Valid Forms	
	Freq.	%
Intercontinental Cairo Citystars	37	93
Holiday Inn Cairo Citystars	26	65
Sheraton Cairo Hotel	39	98
Ramses Hilton Hotel	31	78
Conrad Cairo Hotel	37	93
Fairmont Nile City Hotel	33	83
Sofitel El Gezirah Hotel	36	90
Four Seasons First Residence Cairo Hotel	34	85
Four Seasons Hotel Cairo at Nile Plaza	38	95
The Nile Ritz-Carlton Cairo	39	98
<b>Total</b>	<b>350</b>	<b>88</b>

**Note:** 40 forms for each hotel

As indicated in Table 1, contact information (i.e. name, phone number, email address, and social media profiles) were added by the end of the introduction for any additional inquiries. A total of 400 forms e-mailed to hotel customers; 350 completed forms were valid representing 88% response rate. The survey consists of two parts. The first part dealt with the profile information. The second part focused on the level of agreement of participants with factors relating to CRM and CR. A seven-point Likert scale was utilised, with 1 indicating “strongly disagree” and 7 indicating “strongly agree.”. Cronbach's alpha was used to ensure the reliability of the measures, which was more than 0.70 for all items (Hair *et al.*, 2013).

In order to analyze questionnaire data, a software package for social sciences (SPSS 25) was used. Descriptive data analysis was conducted to illustrate respondents' profile. To examine the research hypothesis, multiple regression was conducted.

## Results and Discussions

### 1- Demographic Data Analysis

Respondents' profile data included their gender; age as well as educational level. As shown in Table (2), 71.1% of the hotel customers were males compared to only 28.9% were females. The table also illustrates that 45.1% of customers were in the age between 26 to 35 years; subsequently the customers whose 25 years or under with a percentage of 26.8%. A percentage of 23.8% of the customers were from 36 to 50 years, and only 4.3% of the customers over 50 years.

**Table 2**  
Customers Demographic Data

		Freq.	%
Gender	Male	249	71.1
	Female	101	28.9
Age	25 years or under	94	26.8
	From 26 to 35 years	158	45.1
	From 36 to 50	83	23.8
	Over 50 years	15	4.3
Educational level	Secondary School Education	40	11.4
	Undergraduate degrees or Higher Institute degree	253	72.3
	Postgraduate Degrees	57	16.3

It is noticed that 72.3% of the customers held an undergraduate degree or higher institute degree. While, 16.3% of them were Masters and PhD degrees. Moreover, 11.4% of the customers were secondary certificate holders. These findings indicate that most of the customers in the hotels are well educated.

## 2- Demographic Data Analysis

**Table 3**  
Descriptive Analysis

Variables	M	SD	Factor loading	$\alpha$
<b>Customer Relationship Management</b>				
This hotel services performed well.	6.16	0.83	0.97	0.943
Hotel employees respond to our requests promptly.	6.17	0.83	0.97	
Hotel employees are willing to help customers in a responsive manner.	6.23	0.85	0.91	
Hotel fully understands the needs of our key customers via knowledge leaning.	6.25	0.86	0.90	
Hotel provides channels to enable ongoing, two-way communication with its loyal customers.	6.18	0.88	0.92	
<b>Customer Retention</b>				
I feel that we need to continue our relationship with this hotel.	6.22	0.85	0.93	0.906
In the future, I'll spend most of my vacation at this hotel.	6.18	0.88	0.96	
I am a loyal customer of this hotel.	6.16	0.83	0.93	
This hotel is my first choice to stay in.	6.32	0.92	0.95	

CRM variable deals with interpersonal relationships between co-workers at all levels influenced the good feelings and positive support (Harvey, 2013). Regarding this issue, Table 3 illustrates that the item “hotel fully understands the needs of our key customers via knowledge leaning” has the highest mean score of CRM factor 6.25 (SD, 0.86). Moreover, the item “This hotel services performed well” has the lowest mean score of CRM factor 6.16 (SD, 0.83). The findings indicate that, on average, customers have positive perceptions of CRM. These findings agree with According to Stefanou et al. (2003), CRM creates a competitive advantage by being the best at understanding, communicating, delivering, and expanding existing customer connections, as well as creating and retaining new customers. Customer retention variable is associated with an employee’s overall attitude about his/her relationship with supervisors (Harvey, 2013). Regarding this issue, Table 3 shows that the item “This hotel is my first choice to stay in” has a high mean score of 6.32 (SD, 0.92). Furthermore, the item “I am a loyal customer of this hotel” has the lowest mean score of customer retention factor 6.16 (SD, 0.83). This implies that on average, customers have positive perceptions of their retention and loyalty to the investigated hotels. These findings are consistent with Kahrig (2005), who stated that customer retention is critical for hotels in order to secure their long-term sustainability and development; hence, it is the hotel's responsibility to ensure that they have met all of the client's demands and desires.

**4- Testing Direct Relationships of the Research Hypothesis**

Table 5 illustrates the findings of the hypothesis testing through multiple regressions (e.g. standardized path coefficients ( $\beta$ ), *t*-values, and the corresponding significance levels).

**Table 4**  
Direct Relationships of Research Hypotheses

Hypothesis	Direct Relationships	$\beta$	P-Value	Result
	CRM → CR	0.149	0.005**	Supported

**Note:**  $\beta$  = Standardized path; \*  $P \leq 0.05$ , \*\*  $P \leq 0.01$  and \*\*\*  $P \leq 0.001$

**Customer Relationship Management and Customer Retention**

The investigated hypothesis is associated with the impact of CRM on CR. It was hypothesized that there would be a positive influence of CRM on CR. The result demonstrated positive and significant paths from CRM on CR ( $\beta = 0.149$ ,  $p \leq 0.005$ ).

**Conclusions**

Discussing the customer relationship management in industry in general and in hotel industry in particular through the relevant literature state the importance of this aspect. This approach helps the hotel to get a lot of information about its actual and potential customers. This would result in giving the hotel to fully satisfy its guests through achieving their need and requirements at the most appropriate level. The present investigation states that this concept is well understood by the Egyptian hotel as assumed by the participants' responses through the survey study. Furthermore, it is clearly illustrated that the CRM adopted by the Egyptian hotels has a marked impact on customer retention in these hotels, and it is advisable to spread this concept over the Egyptian hotels.

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## مجلة اتحاد الجامعات العربية للسياحة والضيافة (JAAUTH)

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### تأثير إدارة علاقات العملاء على الاحتفاظ بالعملاء في الفنادق

نانسي كامل

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#### المُلخَص

يهدف هذا البحث إلى قياس تأثير إدارة علاقات العملاء على الاحتفاظ بالعملاء في عينة من فنادق الخمس نجوم في القاهرة. تعرف إدارة علاقات العملاء على انها نهج لإدارة تفاعل الشركة مع العملاء الحاليين والمستقبليين. يعمل هذا النهج على تحليل بيانات تاريخ العملاء مع الشركة من أجل تحسين أفضل علاقات تجارية مع العملاء، مع التركيز بشكل خاص على الاحتفاظ بالعملاء، من أجل دفع نمو المبيعات، وأحد الجوانب الهامة للنهج هو أنظمة إدارة علاقات العملاء التي تقوم بتجميع المعلومات من مجموعة واسعة من قنوات مختلفة، بما في ذلك موقع الشركة، والهاتف، والبريد الإلكتروني. لتحقيق هدف الدراسة، تم توجيه الاستبيانات عبر الإنترنت إلى عينة عشوائية من العملاء في الفنادق التي تم فحصها. تم توزيع عدد 400 استمارة، من بينها 350 استمارة (88%) تم استكمالها وصالحة للتحليل. اختبرت فروض البحث من خلال الانحدار المتعدد باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS 25). أظهرت النتائج أن إدارة علاقات العملاء تؤثر بشكل إيجابي على الاحتفاظ للعملاء. كما أوضحت النتائج أيضا أن البحث الحالي ينص على أن هذا المفهوم مفهوم جيداً وفعال من قبل الفنادق.

#### معلومات المقالة

#### الكلمات المفتاحية

إدارة علاقات العملاء؛  
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