The Effect of Strategic Alliances on Customer Satisfaction: An Applied Study on Egyptian Hotels

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ABSTRACT

The study contributes to determining benefits from strategic alliances that affect customer satisfaction and their decisions and strategic alliance's performance. the study concentrated on a number of four and five-star hotels in great Cairo (Cairo and Giza), that's because they contain the main international hotels' chains. A sum of 800 forms was distributed to customers from 50 hotels located in great Cairo; among them only 650 forms (81%) were valid. The results indicated that Rooms assigned, Quick reservations and check-ins, and Discounts (hotel rate discounts- Complimentary Wi-Fi- Free breakfast- Free telephone call- Free valet parking)] were more powerful benefits from alliances, the results also revealed that the more powerful customer decisions toward benefit they received from hotels Recommend this hotel to people they know. and they also revealed Symbolic image of the hotel was the most important element of the Performance of Strategic alliance in the hotels' sector.

Introduction

The value of strategic alliances has been appeared important in most industries including service and manufactured goods, as a useful alternative to achieve the growth of the firm by generating a new competitive advantage in the age of rapid improvement of technology, skills, and customer needs. Companies tend to tie up with other companies since they are unable to possess the entire resources required to compete with other companies as the firm strategies and customer needs are changing, and technologies are developed rapidly (lee and Kim (2009).

Globalization, economic growth, and technological development have transformed the hospitality industry in many markets. Increasing awareness of sustainability in every sphere of life has important implications on consumer behavior within hospitality services. Sustainability and its triple bottom line become an important issue in all spheres of businesses in both developing and developed markets. "Triple bottom line" explains the method of corporate reporting integrating economic,

environmental, and social dimensions considered as the pillars of sustainability. With the continuously rising awareness of sustainability worldwide, many organizations are trying to build up innovative ways to improve their sustainability performance in the marketplace. Companies are feeling the pressure exerted from stakeholders, such as customers, employees, the media, the public, government agencies, and investors, to implement sustainability practices in their businesses (Hussain et al, 2020)

Strategic Alliances

Wiklund and Shepherd (2009) referred those alliances offer attractive means for enhancing resource bundles when a firm's current capabilities aren't enough to achieve desired outcomes, alliances from a strategic perspective are partnerships between firms where their resources, capabilities, and core competencies are combined to achieve mutual benefits.

Lee and Kim (2009) defined strategic alliances in the hospitality industry as a short-term or long-term alliance between firms pursuing to achieve a common goal in order to improve performances of the hospitality business.

He (2012) referred those alliances started in all businesses in the United States, Britain, France, West Germany, the Soviet Union, and Japan in the early 1970s, the growth of business alliances is an area that received extensive attention. Particular firms have come to appreciate the benefits that arise from the use of strategic alliances, which are employed as a means for firms to enter new markets, spread the cost of new product development, gain additional marketing shares, or improve service solutions to the customer.

Koh and Lee (2013) defined strategic alliance as cooperation agreements between two or more independent companies, allowing them to place resources, knowledge, and skills in the mutual use of each other and provide companies with a competitive advantage.

Jongwe et al (2020) defined Strategic alliances as voluntary partnerships between two or more relatively independent firms that are united to pursue some ongoing activity or process through an agreed-upon governance structure.

Importance of Strategic Alliances:

Yoo (2005) indicated that strategic alliance has a positive impact on loyal customers, and it can be a competitive source to improve and sustain customer loyalty which could bring growth to the hotel eventually.

Lee and Kim (2009) indicated that the value of strategic alliances has been appeared important in most industries including service and manufactured goods, as a useful alternative to achieve the growth of the firms by generating a new competitive advantage in the age of rapid development of technology, skills, and customer needs, as firms tend to tie up with other firms since they are unable to possess the entire resources required to compete with other firms as the firm strategies and customer needs are changing and technologies are developed rapidly.

Chang and Liu (2009) observed that environmental quality is essential to the tourism industry's survival and that environmental management was closely related to the

environmental competitiveness of destinations. Being green is a key challenge for businesses. Numerous firms consider environmental issues when designing and developing manufacturing processes to attract green consumers and gain a competitive advantage.

Chand and Katou (2012) Said that it has been lately realized by the tour operators that the formation of strategic alliances allows for a more effective pooling of resources, improved marketing coverage, improve performance, technology sharing and customer satisfaction.

Franco and Pereira (2013) stated that in the sphere of cooperation between hotels and travel agencies, alliances are considered as critical for the success of the various partners. Firms in hospitality have been innovating and creating new business strategies to respond to constantly changing needs and more demanding customers/consumers. Travel agents have come to be one of the main distribution channels of the hotel industry.

They stated that the union to be beneficial to both parties in an alliance, as only through partnerships is it possible to serve the customer even better with a greater diversity of products and services, and in this way get over the crisis and gain occupancy through this type of agreement. In addition, "as the hospitality sector is very competitive, through alliances it is possible to make the organization much more profitable, as the associate firm being specialized in a unique type of activity, can serve the customer better.

Han and Kang (2020) stated that alliance partners from different industries and different nations can help focal firms utilize diverse and non-redundant knowledge and information. It then enables them to generate new ideas and resources as well as to conduct diverse experiments so they can innovate.

Types of Strategic Alliances
Adober (2011) stated that types of strategic alliances were classified into two different types as follow:

A- **Horizontal alliances**: refers to alliances between hotels, which include typical forms of hotel collaboration such as: "chains, management contract, and franchise" such as Global Hotel Alliance (GHA): was the world's largest alliance of independent hotel brands, bringing together more than 30 brands with over 550 hotels in 75 countries. GHA uses a shared technology platform to drive incremental revenues and create cost savings for its member brands. Kempinski Hotels in Egypt (Cairo, Safaga) are members (GHA).

B- **vertical alliances**: means alliances between hotels and other types of firms such as airlines, travel agencies, car rentals, restaurants, shopping malls, card service companies, and others. In the same point, Lee and Kim (2009) refer to This type of vertical integration as being equivalent to the 'co-marketing alliance' since the main purpose of the cooperation is to boost the marketing effects of the partners, high-dimensional mutual cooperation combining resources and programs between two independent organizations in order to ameliorate a marketing potential of the two

firms, that 'working partnership' which means reciprocal recognition and understanding since the success of the firm partially relies on the other firm.

Motivators of Strategic Alliances in Hospitality Industry:

Tavitiyaman et al (2011) referred that having a strong brand enables hotels to distinguish their offerings from the competition, create customer loyalty in performance, exert greater control over promotion and distribution of the brand, and command a premium price over the competitors.

Al-Khattab (2012) referred that the strategic motives for organizations to engage in alliance formation vary according to firm-specific characteristics and the multiple environmental factors such as: Entering new markets; Adjust to environmental changes; Gaining access to new technology; Knowledge sharing; cooperative learning and embedded skills; Achieving vertical integration, recreating and extending supply links; Acquiring means of distribution; Diversifying into new businesses; Improving performance; Cost-sharing, pooling of resources; Developing products, technologies, resources; Reduce financial and political risk; Achieving competitive advantage; Allows firms to upgrade their capabilities.

Mihalič and Buhalis (2013) confirmed that a sustainable competitive advantage can only be created by intangible sources such as: responsiveness to consumer needs and preferences, quality, image, Cost efficiency remains a necessary condition for the creation of profit; although, so-called non-price or intangible factors are those that add most of the value to a product.

Value Creation (Benefits from Strategic Alliances):

Tower et al (2020) reported that value creation is the organizational activity by which firms create value for customers, this process is characterized by innovation and development activities aimed at developing new resources.

Lee and Kim (2009) indicated that the value of strategic alliances has been appeared important in most industries including service and manufactured goods, as a useful alternative to achieve the growth of the firms by generating a new competitive advantage in the age of rapid development of technology, skills, and customer needs, as firms tend to tie up with other firms since they are unable to possess the entire resources required to compete with other firms as the firm strategies and customer needs are changing and technologies are developed rapidly.

The results of same authors (2009) showed that customers who trust the alliance companies perceive more strongly that the hotel's image is friendly. Customers appeared to consider the image of the hotel and alliance firm as the same if they are satisfied with the alliance firm. The results imply that hotels are required to provide differentiated alliance services according to the type of vertical integration, such as price discounts, various mileage programs, free valet parking service, and seasonal promotions. This will help hotels differentiate their services and consequently establish their own competitive advantage not only in their target customers but also in potential markets.

In this respect, Koh and Lee (2013) stated that example: (Le Meridian and Nikko Hotels) entered a strategic alliance that combined complementary assets including sales, marketing, and reservation systems, with the objective of creating a worldwide One-stop booking system for their customers.

Woo (2007) indicated that (Las Vegas hotel firms) in Korea's hospitality industry's competence or skill were so distinctive that others could not be able to copy it. Capabilities and skills that are valuable in the hotel business include such activities as customized service, innovative hotel facilities, proprietary technology, superior quality, faster response to customer needs, and employee care programs.

Rajpatty (2011) mentioned that increasing competition between other factors was forcing many service providers to look at ways to retain and add to their clientele whilst at the same time balancing the tasks of improving quality, reducing time and costs, increasing productivity, and improving customer service in an effort to achieve a competitive advantage within the marketplace.

Penco and Profumo (2017) argued the drivers of alliances are value creation, to be achieved through transaction cost efficiency through the improvement of the competitive position the attainment of a certain level of economies of scale.

Kamboj and Rahman (2017) referred that competitive advantage generation depends on low cost and better customer value, development of marketing capabilities; pricing capability enables a firm to utilize pricing strategies to respond to various changes; new product development capability enables a firm to produce new products and services so as to fulfill customers' requirements.

Research hypotheses

The research hypothesizes the following Hypotheses:

H.1. *There is a relation between Value creation (Benefits) from strategic alliance and Customer Satisfaction.*

H.2. *There is a relation between Value creation (Benefits) from strategic alliance and Customer decision.*

H.3. *There is a relation Value creation (Benefits) from strategic alliance and Performance of Strategic alliance in hotels sector.*

Research model overview

Based on literature studies, the research model is formulated as such "Figure 1"
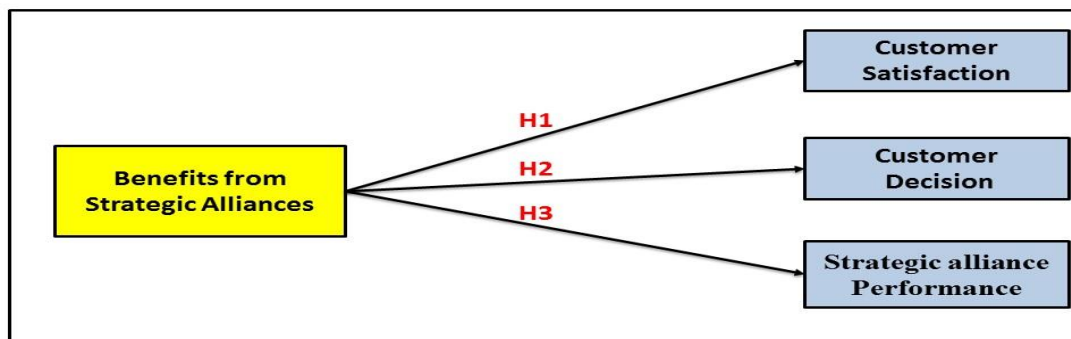
Fig.1. The proposed research models

Materials and Methods:
Sample and design:
A sample from hotels was chosen 50 hotels from 55 in great Cairo, with a percentage of 90％. A sum of 800 forms was distributed to customer's hotels in Cairo and Giza; among them only 650 forms (81％). the study concentrated on a number of four and five-star hotels in great Cairo (Cairo and Giza), that's because they contain the main most international hotels chains.

The instrument of the study is a questionnaire form. It consists of 5 parts: the first part investigates [customers Involved in the loyalty program]. In addition, the second part of the questionnaire deals with [respondents' demographics], The third part deals with [benefits their receive from loyalty programs (value creation)]. The fourth deals with [customer decisions and their satisfaction toward benefits they received from hotels], The fifth deals with [Performance of Strategic alliance in hotels sector].

The questionnaires used a five-point Likert-type scale ranging from " 1= Strongly Disagree, 2= Disagree, 3= Neither, 4= Agree and 5 Strongly Agree". The obtained data was analyzed statistically by spss version 25.

Results and Discussion
Validity and Reliability

For the reliability of constructs, Cronbach's alpha coefficient was calculated and showed a range between (0.852 - 0.964). see table No. (1).

Table 1
Reliability Statistics of Study's Constructs

Items	N of Items	Cronbach's Alpha	Validity
Value creation (Benefits)	19	0.946	0.972
customer decision	4	0.852	0.923
Performance of Strategic alliance	21	0.946	0.972
Total	45	0.964	0.981

Descriptive Statistics
A. customers Involved in the loyalty program of hotel Frequency:

Table2
customers Involved in the loyalty program of hotel Frequencies

customers Involved in the loyalty program of hotel		Frequency	Percent %
Are you involve in the loyalty program of this hotel?	yes	570	88%
	No	80	12%
Total		650	100%

Table (2), it was found that the highest percentage of respondents were (Yes) by 88 %, while (No) was 12 % of the total sample, this means that the customers prefer to join a loyalty program to get more benefits. and maybe due to the very upscale nature of the sample used in our study.

B. The Demographic Frequency

Table 3

The Demographic Frequencies

Profile of the Participants		Frequency	Percent %
Gender	Male	302	53.0
	Female	268	47.0
Age	From 26 to 35	101	17.7
	From 36 to 45	150	26.3
	From 45 to 55	237	41.6
	More than 55	82	14.4
Marital Status	Married	425	74.6
	Single	145	25.4
Nationality	Egyptian	135	23.7
	Foreign	435	76.3
purpose of trip	Business	307	53.9
	Leisure	224	39.3
	Other	39	6.8
Number of visits to the hotel before	stay less than 2 times	148	26.0
	stay 2 to 3 times	232	40.7
	more than 4 times	190	33.3

From table (3) it is found that the highest percent of the total respondents is (male) by 53. %, while (female) is 47% of the total sample. This may be attributed to that males can be interested in this loyalty program more than females.

About age, most respondents are from 45 to 55 by 41.6% of the total sample, while the lowest is the ages more than 55 by 14.4 %. This means that most of the loyalty guest program is from old-year persons because this type of benefit attracted them.

With regard to marital Status, the majority of respondents are (Married) by 74.6% of the total sample, while the lowest is (single) by 25.4%. This means that frequent guest program members are more likely to bring their families along and to stay in hotels, further enhancing the value of these members.

Based on their nationality, most respondents are (Foreign) by 76.3 % of the total sample, while the lowest is (Egyptian) by 23.7%. This means that most of the loyalty guest program is from foreign guests because these programs are prevalent widely in foreign countries to attract more customers and build loyalty to hotels.

When looking at the purpose of the trip, most respondents are (Business) by 53.9% of the total sample, while the lowest is (others such as health and education purposes) by 6.8%. This means that most of the guest loyalty program is from the guest Business category because these programs are attracting this category to increase staying in the same hotels.

With regard to the number of visits to the hotel before, the majority of respondents is (stay 2 to 3 times in a hotel) by 40.7% of the total sample, while the lowest is

(stay less than 2 times in hotel) by 26.0%. Repeat guests are more interested in the hotel's incentive program, such as its frequent guest program. Providing services to repeat visit guests who are striving hard to establish good and close relationships with them was considered the utmost importance.

C. Frequencies for Value creation (Benefits) them receive from loyalty programs:

Table 4

Frequencies for benefits them receive from loyalty programs

Items	Mean	Std. Deviation	Rank
Discounts (hotel rate discounts- Complimentary Wi-Fi- Free breakfast- Free telephone call- Free valet parking-)	4.13	.985	3
Bonus points (earn points and miles per stay)	4.07	.992	7
Quick reservations and check-ins	4.18	1.102	2
Late check-out	4.08	1.012	6
Rooms assigned	4.21	.965	1
Guaranteed room availability	4.06	1.038	8
Website effectiveness (digital check-in)	4.12	1.010	4
The immediacy of reward's availability upon request	4.10	1.040	5
Chance to earn points (Earning points with hotel partners)	4.01	1.048	10
Point usage (availability of using points across different brands/businesses)	3.69	1.267	16
Track your points (Statements sent on regularly base: monthly/quarterly)	4.05	1.105	9
Appreciation	3.72	1.241	14
Welcome Gifts	3.95	1.086	11
Free newspaper	3.63	1.157	19
Interpersonal linkage with a service provider	3.81	1.151	12
Special events sponsored from service provider	3.64	1.257	18
Affinity cards (earn points for credit card spending)	3.73	1.277	13
Exchange points (exchange points across partnering brands/businesses)	3.70	1.127	15
Cross shopping experience (variety of choice in partnering brands/businesses)	3.66	1.295	17
value creation (benefits)	3.9234	.79685	

Table (4) showed the Frequencies of the Value creation (Benefits) received from loyalty programs, it was noticed that respondents' evaluation for benefits received from loyalty programs the overall mean was 3.923 which indicates a high level of customers who participated in the survey were satisfied with the benefits received from loyalty programs.

The results indicated that the more powerful value creation (benefits) were ranked in descending order as followed: [Rooms assigned] had ranked (No.1) with mean 4.21 , followed by [Quick reservations and check-ins] had ranked (No.2) with mean 4.18, and [Discounts (hotel rate discounts- Complimentary Wi-Fi- Free breakfast- Free telephone call- Free valet parking)] had ranked (No.3) with mean 4.13.

This result was similar to the study conducted by (Lee and Kim, 2009) they affirmed that hotels were required to provide differentiated alliance services according to the type of vertical integration, such as price discounts, various mileage programs, free valet parking service, and seasonal promotions. This will help hotels differentiate their services and consequently establish their own competitive advantage not only in their target customers but also in potential markets.

on other hand, the least value creation (benefits) were ranked in descending order as followed: [Cross shopping experience (variety of choice in partnering brands/businesses)] had ranked (No.17) with mean 3.66, [Special events sponsored from service provider] had ranked (No.18) with mean 3.64, the least value creation (benefits) was [Free newspaper] had ranked (No.19) with mean 3.63.

This result consistent with (Boo and Mattila, 2002) they referred that a successful brand alliance exerts a synergistic effect which in turn translates into enhanced value perceptions customer satisfaction, and loyalty, value perceptions.

D. Frequency of customer decisions and their satisfaction toward benefits they received from hotels:

Table 5

Frequency of customer decisions and their satisfaction toward Value creation (Benefits) they received from hotels

Items	Mean	Std.Deviation	Rank
The intention of revisiting this hotel	3.71	1.287	4
Recommend this hotel to people you know	3.98	1.231	1
Prefer this hotel to other brands	3.93	1.220	2
Continue to stay with loyalty program	3.83	1.304	3
customer decision	3.8632	1.04979	
customer satisfaction	3.95	1.262	1

Table (5) showed the Frequency of customer decisions and their satisfaction toward Value creation (Benefits) they received from hotels, it was clear that respondent's evaluation for decisions the overall mean was 3.8632, This result indicated that customers who participated in the survey were intended to revisit hotel and recommend the hotel to people they know. This was due to the added value they get from repeating a visit to the same hotel.

The results indicated that the more powerful customer decisions toward Value creation (Benefits) they received from hotels were ranked in descending order as followed: [Recommend this hotel to people you know] had ranked (No.1) with mean 3.98, followed by [Prefer this hotel to other brands] had ranked (No.2) with mean 3.93, [Continue to stay with loyalty program] had ranked (No.3) with mean

3.83, the least variables measuring [The intention of revisiting this hotel] had ranked (No.4) with mean 3.71.

From table No. (5) it was noticed that respondent's evaluation for satisfaction the overall mean was 3.95, This result indicated that customers who participated in the survey were satisfied with the benefits they received from loyalty programs.

The results agreed with (Pappes, 2015) who revealed that the creation of a sustainable competitive advantage creates value for the firms and leads customers to regular purchases.

E. Frequencies for Performance of Strategic alliance in hotels sector:

Table 6 : Frequencies for Performance of Strategic alliance in hotels sector

Items	Mean	Std. Deviation	Rank
service quality			
Clean ambiance	3.64	1.351	4
Friendly employees	3.54	1.333	5
Quick services	3.83	1.330	1
Good quality	3.78	1.286	2
Feel comfortable at this hotel	3.70	1.412	3
Overall means	3.6989	1.11297	
Organizational image of the hotel			
Honest	3.76	1.355	1
Professional	3.67	1.403	4
Responsible	3.68	1.419	3
Modern	3.63	1.381	5
Friendly	3.70	1.284	2
Overall means	3.6951	1.13887	
Symbolic image of the hotel			
New	3.63	1.335	5
Unique	3.75	1.359	4
Bright	3.76	1.412	3
Grand	3.85	1.278	1
Luxurious	3.77	1.281	2
Overall means	3.7544	1.01864	
Loyalty			
Preference	3.72	1.347	2
Satisfaction	3.63	1.380	4
Revisit intention	3.81	1.301	1
Recommendation	3.66	1.322	3
Overall means	3.7044	1.05646	
Brand awareness			
A leading brand among other brands	3.74	1.322	2
First remembrance in a flash firstly	3.75	1.307	1
Overall means	3.7482	1.15086	
Overall means of Performance of Strategic alliance	3.7202	92027.	

Table (6) showed the Frequencies of Performance of Strategic alliance in the hotels' sector, it was clear that respondent's evaluation for Performance of Strategic alliance in hotels sector the overall mean was 3.72, This result indicated that customers who participated in the survey were satisfied Performance of Strategic alliance in the hotel's sector.

Data in table (23) clearly indicated that the Performance of Strategic alliance in hotels sector were classified descending into five groups as followed:

The first group were [Symbolic image of the hotel] with all average mean (3.75), the most important element through this group was [Grand] which ranked (No.1).

The 2ed group of Performance of Strategic alliance were [Brand awareness] with all average mean (3.74), the most important element through this group was [First remembrance in a flash firstly] which ranked (No.1)

The 3rd group of Performance of Strategic alliance were [Loyalty] with all average mean (3.70), the most important element through this group was [Revisit intention] which ranked (No.1).

The 4th group of Performance of Strategic alliance was [service quality] with all average mean (3.69), the most important element through this group was [Quick services] had ranked (No.1).

The 5th group of Performance of Strategic alliance was [Organizational image of the hotel] with all average mean (3.69) the most important element through this group was [Honest] had ranked (No.1).

The results agreed with (Tavitiyaman et al, 2011) they stated that having a strong brand enables hotels to distinguish its offerings from the competition, create customer loyalty in performance, exert greater control over promotion and distribution of the brand, and command a premium price over the competitors.

Correlation Analysis
Table 7
The Pearson correlation Analysis between value creation (loyalty programs benefits) and dimensions of study

Dimensions of study	value creation (benefits)	Rank
Customer Decision	.814**	1
Customer Satisfaction	.517**	3
Performance of Strategic alliance	.706**	2

Table (7) showed the Pearson correlation Analysis between value creation (loyalty programs benefits) and dimensions of study. The Pearson correlation coefficient was used to determine the relationship strength between the study dimensions.

The correlation coefficients had strong positive significant between value creation (benefits) and dimensions of study.

A substantial strong positive significant relationship existed between dimensions of study sorted according to its strength as followed:

First correlation between [Customer decisions and value creation (benefits)] Where the correlation coefficient was (.814**). 2nd correlation between [the Performance of Strategic alliance in the hotel sector value creation (benefits)] Where the correlation coefficient was (.706**). 3rd correlation between [Customer satisfaction value creation (benefits)] Where the correlation coefficient was (.517**).

The positive significant means that every change in value creation (benefits) leads to an increase in (Customer Decision- Performance of Strategic alliance -Customer Satisfaction). The results agreed with Yoo (2005) who indicated that strategic alliance has a positive impact on loyalty customers, and it can be a competitive source to improve and sustain customer loyalty which could bring growth to the hotel eventually.

Hypothesis Testing
H.1
Table 8
The Simple Regression Analysis Between Value creation (Benefits) from strategic alliance and customer satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	P_value
		B	Std. Error	Beta		
1	value creation (benefits)	.818	.057	.517	14.38	.000
a. Dependent Variable: customer satisfaction						
R		.517a				
R Square		.267				
Adjusted R Square		.266				
F		206.752				
P_value		.000b				

From table (8) it is realized that the Adjusted R2 value is (.266). This means that there is 26% of variance in customer satisfaction due to benefits from strategic alliance. To assess the statistical significance of the result, it is found that the value creation from strategic alliance has a significant effect on customer satisfaction (F=206.752 and p<0.01). The results also reveal that the benefits from the strategic alliance is affecting positively (Beta=. 818 T= 14.379and p<0.01). This means adding one unit increase in the benefits positively affects customer satisfaction by (.81) units. Thus, there is a significant relation between benefits from the strategic alliance and customer satisfaction. The results agreed with (Franco and Pereira, 2013) they confirmed that through alliances it is possible to make the organization much more profitable, as the associate firm being specialized in a unique type of activity, can serve the customer better.

H.2

Table 9: The Simple Regression Analysis Between value creation from strategic alliance and customer decision

Model		Unstandardized Coefficients		Standardized Coefficients	t	P-value
		B	Std. Error	Beta		
1	value creation (benefits)	1.072	.032	.814	33.393	0.000
a. Dependent Variable: customer decision						
R		.814a				
R Square		.663				
Adjusted R Square		.662				
F		1115.105				
P_value		.000b				

From table (9), it is noticed that the Adjusted R2 value was (.662). This means that there is 66% of variance in customer decision due to Benefits from strategic alliance. To assess the statistical significance of the result, it is found that the Benefits from strategic alliance has a significant effect on customer decision (F=1115.105 and p<0.01).The results also reveal that the Benefits from strategic alliance was affecting positively (Beta 1.072 T= 33.393 and p<0.01). This means adding one unit increase in the Benefits from strategic alliance positively affects customer decision by (1.07) units. Therefore, there is a significant relation between Benefits from strategic alliance and customer decision.

These results matches with (Rajpatty, 2011) he mentioned that increasing competition between other factors is forcing many service providers to look at ways to retain and add to their clientele whilst at the same time balancing the tasks of improving quality, reducing time and costs, increasing productivity and improving customer service in an effort to achieve a competitive advantage within the marketplace.

H.3

Table 10: The Simple Regression Analysis Between value creation (benefits) from strategic alliance and Performance of Strategic alliance

Model		Unstandardized Coefficients		Standardized Coefficients	t	P_value
		B	Std. Error	Beta		
1	value creation (benefits)	.815	.034	.706	23.762	0.000
a. Dependent Variable: Performance of Strategic alliance						
R		.706a				
R Square		.499				
Adjusted R Square		.498				
F		564.611				
P_value		.000b				

From table (10), it could be realized that the Adjusted R2 value is (.498). This means that there is 49 % of the variance in Performance of Strategic alliance due to Benefits from strategic alliance. To assess the statistical significance of the result, it is found that the Benefits from strategic alliance has a significant effect on the Performance of Strategic alliance (F=564.611 and p<0.01). The results also reveal that the value creation from the strategic alliance is affecting positively the Performance of Strategic alliance (Beta= .815 T= 23.762 and p<0.01). This means adding one unit increase in the Benefits from strategic alliance positively affects the Performance of Strategic alliance by (.81) units. Therefore, there is a significant relation between Benefits from strategic alliance and Performance of Strategic alliance.

The results match with (Kamboj and Rahman, 2017) they mentioned that competitive advantage generation depends on low cost and better customer value, development of marketing capabilities.

Research model:

Based on research results, the research model is formulated as such "Figure 2"
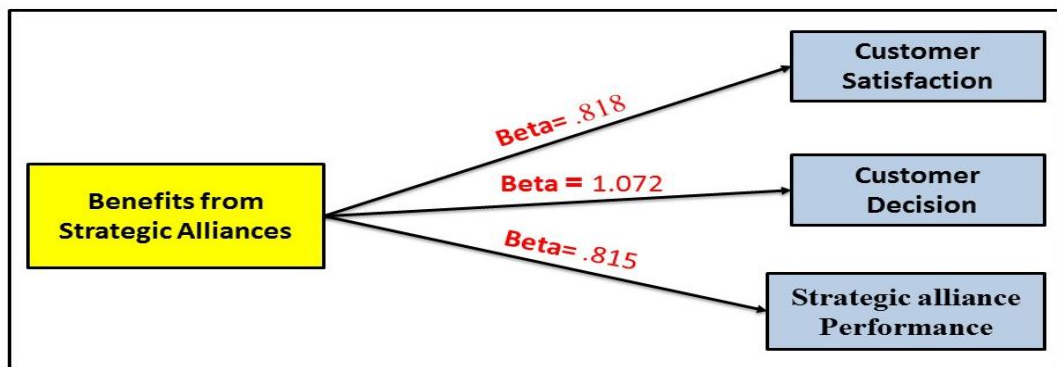
Fig. 2. The structural and measurement model

Conclusion and Recommendations

- Customers were satisfied with the benefits received from loyalty programs. The most important elements [Rooms assigned] and [Quick reservations and check-ins].
- Customer satisfied their decisions. The most important element [Recommend this hotel to people you know].
- Customer satisfaction was with the performance of strategic alliances. were classified descending into five groups as followed: [Symbolic image of the hotel], [Brand awareness], [Loyalty], [service quality], and [Organizational image of the hotel].
- 26% of the variance in customer satisfaction was due to Benefits from the strategic alliance.
- 66% of the variance in customer decision was due to Benefits from the strategic alliance.
- 49 % of the variance in Performance of Strategic alliance was due to Benefits from the strategic alliance.

Therefore, the study recommends that hotels should:
1. Hotels should plan customer loyalty programs as a strategic plan.
2. Alliances with partners that provide a variety of services such as outdoor activities - children's activities, music activities, sports activities, environmental activities, cooking activities, cultural activities to achieving a competitive advantage over the competitors in the market
3. Allow more flexibility in redeeming accumulated points.
4. Customers are earning and redeeming points not only from staying at the hotel but also from the hotels' partnering firms.
5. Should consider the level of familiarity of partner brands, because brand familiarity may also affect consumer loyalty and consumer behavior.
6. Hotels partner with airlines so that members can earn hotel points by flying, and conversely can opt for airline miles by staying in hotels.

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تأثير التحالفات الإستراتيجية في رضاء العملاء: دراسة تطبيقية في الفنادق المصرية

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الملخص	معلومات المقالة
تساهم الدراسة في تحديد الفوائد من التحالفات الإستراتيجية التي تؤثر على رضا العملاء وقراراتهم وأداء التحالف الاستراتيجي. ركزت الدراسة على عدد من الفنادق الأربع وخمس نجوم في القاهرة الكبرى (القاهرة والجيزة)، وذلك لاحتوائها على سلاسل الفنادق العالمية. تم توزيع ٨٠٠ استمارة على العملاء من ٥٠ فندقًا في القاهرة الكبرى؛ من بينها فقط ٦٥٠ استمارة (٨١٪) كانت صالحة. أشارت النتائج رضاء العملاء على أهم الفوائد من التحالفات الاستراتيجية مثل (تخصيص غرف للعملاء، وسرعة الحجز وتسجيل الوصول، والخصومات (خصومات على أسعار الفنادق – واي فاي مجاني – فطور مجاني – مكالمة هاتفية مجانية – خدمة صف السيارات مجانًا)]، وأظهرت النتائج أيضًا أن كلما زادت الفوائد التي حصلوا عليها من الفنادق نتيجة التحالفات الاستراتيجية، أوصوا الأشخاص الذين يعرفونهم بهذا الفندق. وكشفوا أيضًا عن الصورة الرمزية للفندق الذي كان أهم عنصر في أداء التحالف الاستراتيجي في قطاع الفنادق.	**الكلمات المفتاحية** أداء التحالفات الاستراتيجية؛ فوائد التحالفات؛ رضا العملاء؛ قرارات العملاء. **(JAAUTH)** **المجلد ٢٢، العدد ٣، (يونيو ٢٠٢٢)، ص ١-١٧.**