



WOLKIT UNIVERSITY

COLLEGE OF BUSINSSS AND ECONMICS

DEPARTMENT OF MANEGEMENT

Perception of manager towards of customer relationship management
three star hotels in wolkite

*The Researcher submitted to department of management partial fulfillment
of the requirement for BA degree in management*

Prepared by; Abdulaziz Abebe

IDNo; BER /013/09

Advisor .Tlahun Damtew(MA)

Wolkite Ethiopia

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DECLARATION

I hereby declare that the research entitled on “**perception of manager towards of customer relationship manegment**” is my own work, that it has not been submitted for any degree or examination at any other institution of higher learning, and that all references have, to the best of my knowledge, been correctly reported. It is being submitted for BA degree in management at Wolkite University.

Student's Full Name: _____

Date: _____

Sign: _____

Advisor Name

Signature and Date

CERTIFICATION

It is certified that this research project titled on “**perception of managet towards of customer relationship manegment**” is based on original research work carried out by AbdulaizAbebe under my supervision and that it has not been submitted for the award of any degree in this or any other University

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Abstract

This study aims to examine the impact of hotel managers' perception toward Customer Relationship Management specifically those who works for three star hotels in wolkite. How the perception of managers toward CRM related with the managers' demographic .The influence of their perception toward CRM and the possibility of using, continuing using and recommending CRM.

In this study descriptive research design was used because the aim to describe perception of manager towards of customer relationship management The Primary data was gathered in the form of questionnaires distributed to the respondent. In this study the researcher used census because study was small number of manager the relevant data for this study collected from primary source all of the managers were considered equal important for the study and in order to satisfaction of customer .According to the study younger and better educated managers were the majority for this study indicating that the emergence of the younger generation of managers in the hotel industry. Although most of the managers are familiar with CRM and indicate an interest to implement CRM in their hotel since the majority of hotels are smaller and independently managed one might think that they are less likely to invest in these types of technologies and training programs because they have no enough establishments to take advantage of the economies of scale.

Acronyms:

ADR: Average Daily Rate

CRM: Customer Relationship Management

CVC: Customer value chain

GOE: Government of Ethiopia

IT: Information technology

MoCT: Ministry of Culture and Tourism

RM: Relationship Marketing

UNESCO: The United Nations Educational, scientific and Cultural Organization

CHAPTER ONE

1. Introduction

1.1 Background of the study

Customer relationship management is the process of building and maintaining profitable customer relationship management by delivery superior customer value and satisfaction and involves carefully managing customer touch point to maximize customer loyalty or its strategy, process and enabling technologies that allow organization to acquire and retain its best customer relationship management concerns the relationship between the organization and its customer. Customers are the life blood of any organization be it global corporation with thousands of employee and multibillion turn over or sole trade with a hand full of regular customer (Ellen Gifford, 2002). There are a numerous hotel and restaurant offering different world class accommodation and foreign dishes. The hotel give many services for its customers like entertainment center, Bar and restaurant with different cultural food, bath service for its customers.

The hotel also has many departments which execute the hotel work in effectively to satisfy their customer

. Several studies manifest that the hotels concentrate on the implementation of CRM to increase the guest loyalty, which ultimately enlarge the profitability of the entire organization. CRM commits to accumulate and archive information about customers and disseminate this information throughout the organization to ensure creation of customized services by an organization to provide a unique customer experience.

CRM would bring many benefits to hotels like increasing customer loyalty, satisfaction, customer retention, market share, occupancy of customers with the organization, ADR and decreasing acquisition costs. Hospitality industry, which markets leisure, realizes it very challenging to the implementation of CRM. Several Studies show that more than 50% CRM implementation program

collapses moreover does not apprehend predetermine goals and objectives. Successful CRM implementation was which achieves target of attracting, retaining, and nurturing relationship with customers. Therefore, successful CRM implementation in any industry or organization was a challenging task and requires commitment at each level of the management. There are so many approaches would propose by renowned scholars for implementation of CRM successfully, which encompass various dimensions.

1.2 Statement of the problem

For business organization like hotels in order to retain customers it's advisable to create relationship with them. CRM is one of the vital tools to build this relationship with customers. Whereas when we see the current condition, most of the hotel managers in wolkite focus on value, location and quality of service. This means the value of CRM looks ignore. It was clear that the mention points are very important and critical for hotel business. However, the contribution of CRM toward customer loyalty can't be underestimated.

In the current competitive market environment the importance of adopting CRM program as an initiative is significant. By considering that very few modern hotel managers in the city were applying CRM program as a new approach to retain their customers & remain competitive. However, the majority managers prefer to stick with the conventional/transaction based approach for various reasons. By considering those conditions this research was designed to asses if there is relationship between managements' perception toward CRM. It is known that attracting new customers is more expensive than retaining existing one. CRM is a strategy which helps to retain existing customers & attracting the new ones through the existing customers. However, it's very uncommon to see hotel managers implementing CRM as part of their marketing strategy rather most of them look considering it unwise, costly and time taking. In response to this problem, the study would examine the importance of CRM concept implementation for hotels.

CRM can benefit to hotel like increasing customer loyalty .Satisfaction customer retention .market share .occupancy of customer with the organization. To develop this long term relationship CRM program plays a vital role. Those hotels that don't have loyal guests should rely on walk- ins/chance guests, which is highly risky in hotel business. Considering those factors this research aim to find

out if there was a GAP between hotel managers' perception towards importance and performance of CRM applications in wolkite three star hotel.

1.3 Basic Research Questions

The research aims to answer the following questions:

1. How hotel managers' perceive CRM concept?
2. What is the importance and performance of CRM concept implementation for hotels?
3. What is the relationship between importance and performance of CRM with hotel managers'?

1.4 Objectives of the Study

General and specific objectives are clearly stated in identifying perception of manager towards of customer relationship management.

1.4.1 General objective:

The main objective of this research was to examine hotel managers' perception toward Customer Relationship Management.

1.4.2. Specific objectives:

The followings are some of the specific objective that the research aims to achieve:

1. To assess the perception of hotel managers' toward CRM concept, tools, implementation strategies and outcomes;
2. To identify the importance and performance of CRM concept implementation for hotels
3. To find out the relationship between importance and performance of CRM with hotel managers

1.5 Significance of the study

The theoretical and practical significance of the study described as follows:

This research could form a based for further studies in the area of hospitality industry. It could also contribute in explaining the CRM concept for those who were interest in this field. Hotel managers could be benefit from the result of this study to developed new strategy in CRM concept development and implementation.

It may also provide a new point of view regarding CRM in terms of determining its importance and performance on wolkitethree star hotels. In addition; It may give a new understanding toward the factors that affect CRM implementation on wolkitethree star hotels.

1.6 Scope of the study

The scope of the study would emphasize on the perception of manager towards customer relationship management on the three star hotels.

Hotels could be classified based on different parameters. Among the many, based on their facility we could classify hotels into different star category. When we see the current case of our country Ethiopia the mandate of hotel star rating is given for the Ministry of Culture and Tourism. Considering all hotels under this study would be difficult and unmanageable from time, money and experience constraints point of view. Therefore, the study would focus on only three star hotels in workite

1.7 Limitations of the study

The accuracy of fill-out the survey particularly the perception toward importance and performance of CRM section had got some difficulties. The managers were also too busy to fill out the survey this might had an impact on its accuracy. And some managers unwillingness of respondent to give reliable and valuable data

1.8 Organization of the study

The study would comprise five chapters. In chapter one, background of the study, statement of the problem, research questions, and research objectives, significance of the study and scope of the study would be included. In chapter two the review of literature in the area of CRM would be discussed. In the third chapter the methodology part would be discussed. In chapter four the analysis and interpretation of the study would be discussed. Finally in chapter five the conclusion and recommendations would be presented then reference and questionnaires which are used for the study would be attach.

CHAPTER-TWO

2. Literature Review

2.1 Theoretical review

The CRM has been defined by several scholars from different meanings .The concept of CRM has been enriched from various viewpoints namely loyalty, satisfaction, retention, allocation of resource for retaining customers, top management involvement in support of CRM, employee involvement, effective chain management, after sale services to customers, organizational learning, organizational structure etc. In this part of the paper, views of several contributors towards the concept of CRM had been covered.

As customers get more educated and demand more, and as competition increases every day, firms choose to focus more on customers than on products and services.

Relationship marketing and CRM are the result of such increased competition. More companies realize that strong and personal relationships with their customers make a difference in this highly marketing environment.

CRM plays an important role particularly in an era that constantly emphasises the benefits of retaining current customers rather than attracting new ones (Reinartz et al., 2004). It is concerned with the relationships between the organisation and both potential and current customers (Cao &Gruca, (2005) CRM is assigned the role of finding customers, getting to know customers and keeping in communication with them. Much of the literature discussing CRM emphasises the importance of 'profitable customers' rather than all customers (Buttle, 2009; Cao &Gruca, 2005). While organisations that adopt CRM intend to determine the profitability of their customers prior to CRM efforts, the profitthe profitable customers can be identified through customer information, which is gathered through different transactions, and by tracking their behaviour Customer information plays a significant role in CRM, an effective CRM system enables the management of

customer information effectively and the delivery of customised offers (Bose & Sugumaran, 2003). Consequently, customer information is used for various objectives

The discussions of CRM were observed to range from the simple practice of saying thank you to implementing sophisticated software solutions. The diverse practices of CRM have resulted in numerous scholarly concerns such as apprehensions that CRM lacks common consensus (Iriana & Buttle, 2007; Payne & Frow, 2005; Winer, 2001) and also lack of clarity (Rigby, Reichheld, & Scheffer, 2002). As identified by Payne and Frow (2005) CRM is perceived in numerous ways, such as direct mail, a loyalty scheme or a database, help desk or a call centre, data warehousing, data mining, and e-commerce solutions. In addition, scholars note that CRM is also referred to in alternative terms such as one-to-one marketing, customer-centric marketing, loyalty, and frequent marketing (Davids, 1999; Duffy, 1998; Kim, Suh, & Hwang, 2003b). Due to the above variations, CRM is viewed as a complex phenomenon (Buttle, 2009), that lacks clarity (Coltman, 2007), and common understanding (Akroush et al., 2011; Coltman, 2007; Crosby, 2002; Reinartz et al., 2004). These contentions can be resolved by classifying CRM into numerous groups classified as CRM into five groups: process, strategy, philosophy, capability, and technological tools. The research related to CRM as a 'process' discusses the activities pertaining to relationship development and maintenance. Finally, CRM as a 'technology' has focused on the importance of technology in CRM initiatives. Reinartz et al. (2004) studied operational CRM in depth. They refer to it as customer-facing CRM and define it as "a systematic process to manage customer relationship initiation, maintenance, and termination across all contact points to maximise the value of the relationship portfolio" (Reinartz et al., 2004, pp. 294-295). The main focus of the initiation stage is on gaining and regaining the relationships with the customer, and attracting prospective customers. The maintenance deals with different strategies such as cross selling and customisation with the intention of retaining customers. Until recently, most of the vendors focused on their products and their marketing campaigns. But marketing emerged in 1990, they began to focus on developing and maintaining related with individual customers. CRM has different meanings for different companies. Some companies think of CRM as creating offers to customers based on their past behaviors and demographic characteristics, while the others think CRM means giving service representatives to increase profitability.

To optimize interactions with both prospective and current customers, it is an important factor for companies to collect, store and manage data on every interaction with their customers. Those data may come from a salesperson, a Web page or a call center (Goodhue, Wixom, and Watson)

2.2. Empirical Review

Customer relationship management are one of the most critical issues in business and, specifically, in human resources management. Previous research shows that employees' perception of their organization's customer locality is related to job satisfaction, organizational commitment, and organizational performance. Therefore, the organization customer relationship management reduces turnover, enhances service quality and visitors' service experience, and increases hotels' productivity and profit. Indeed, integrity (e.g., caring, concerned, fair, and trustworthy) is reported by hotel managers (1997) contended that adopting right values helps individuals recognize their organization fit. Other studies showed that adopting customer relationship management values influences employee's affections for that organization (Kohlberg, 1984; Porter & Lawer, 1966; Sims & Kroeck, 1994). Wong's (1998) study demonstrated the need for a clear job-related for hotel employees in Hong Kong. In addition, Fox (2000) through his study on hotel employees in that poor customer relationship management environments lead to additional organizational costs. Therefore, the need for hotels to foster and promote an customer relationship management working environment is more important than ever before. Helgesen (2007) study aimed to identify the most influential drivers of customer satisfaction. The data source is a market survey. Items measuring customer satisfaction as well as importance and performance (satisfaction) of drivers of customer satisfaction have been included in a questionnaire answered by 128 customers from approximately 25 countries. The study found that prices have not been identified as satisfiers; however, according to the item-based importance-performance grid, competitive prices are important and can perhaps be perceived as "hygiene", focusing more on what is important for customer loyalty. Arturo et al (2007) study, aimed to investigate the impact of relational benefits on customer satisfaction in retail banking. The study was conducted using a sample of 204 bank customers; multi-item indicators from prior studies were employed to measure the constructs of interest. The study concluded that confidence benefits have a direct, positive effect on the satisfaction of customers with their bank.

Special treatment benefits and social benefits did not have any significant effects on satisfaction in a retail banking environment.

Based on these several contributions, it can be inferred that CRM concept is very vast and researchers have defined it in different ways. Researchers emphasized on various issues but especially on satisfaction and retention of customers. Furthermore, it can also be inferred that CRM leads to the loyalty of customers and that will ultimately result in the retention of the customers for a long time.

2.3 Customer relationship management (CRM) in the hotel sector

CRM is significant to hotels (Luck & Lancaster, 2013; Singala, 2005). Numerous factors have contributed to the adoption of CRM in hotels. The homogeneity of the hotel product and the need to differentiate its core offer from the competitors (Bowen & Shoemaker, 1998; Kandampully&Suhartanto, 2000; Zineldin, 1999) and modern market conditions are among them. Whereas globalization and the resulting competition have accentuated the importance of adopting CRM (Kandampully)

The hotel sector is an information sensitive industry (Piccoli, Connor, Capaccioli, & Alvarez, 2003). The availability of information has influenced both hotels and their visitors numerously. From the hotel's point of view, customer information plays a crucial role in practicing CRM. From the customer's point of view, however, convenient access to a plethora of information available through user generated content has created numerous challenges to hotels (Rosman&Stuhura, 2013). While information is freely available to customers with no restrictions, this creates a wider choice for travelers. As a result, switching becomes a more convenient and appealing option for the travelers (Gilbert et al., 1999). Consequently, hotels are experiencing high customer turnover, and growing customer acquisition costs (Nasution&Moavondo, 2008; Shirazi&Som, 2011). CRM has been recommended to overcome the adverse effects created in such a context (Sigala, 2005).

CRM research in the hotel context has focused mainly on implementation-related aspects. Given the limited success of CRM implementations in the hotel sector (Lo et al., 2010; Luck & Lancaster, 2003) this tendency to concentrate on CRM implementation seems justified. The focus of CRM implementations research was on enhancing the implementations (Padilla-Meléndez&Garrido-Moreno, 2013; Sarmaniotis et al., 2013; Singala, 2005).

Padilla-Meléndez and Garrido-Moreno (2013) identified the importance of top management support, employee training and motivation along with organisational structure and processes in CRM employments. Sarmaniotis et al. (2013) identified effective customer communication strategy, profitable marketing strategy and IT infrastructure, suitable organizational strategy, and administrative support as the key factors affecting CRM implementations. Sigala (2005) mainly emphasised IT capabilities in CRM implementations.

2.4 Dimensions of Relationship Marketing

Relationship marketing has the following key dimensions:

1. **Trust** has been defined as “A willingness to rely on an exchange partner in whom one has confidence” (Moorman et al., 1993). Trust is an important component in establishing and maintaining successful inter organizational systems” (Meier, 1995, p. 145).
2. **Commitment** is another important determinant of marketing relationship strength and useful construct for measuring customer loyalty likelihood and predicting future purchase frequency (Gundlach et al., 1995).

3 Social Bonding - bonding is defined as the dimension of a business relationship between parties acting in a unified manner toward a desired goal. Various bonds exist between parties and indicate different levels of relationships (Callaghan et al., 1995). Bonding controls social and business behavior in society, and may remove doubt, creates trust and forms close relationships (Hinde, 1997).

4 Communication is a vital component in business relationships establishment (Andersen, 2001). Communication is important in marketing relationships; it plays a central role in providing an understanding of the exchange partner's intentions and capabilities, thus forming groundwork for building trust among exchange partners.

It is argued that corporate image is what comes to mind when travelers hear the name of a place, a hotel or a restaurant (Nguyen, 2006). Customers tend to deal with organizations that have images consistent with their own self images. (Schiffman&Kanuk, 1997). It is related to business name, architecture, variety of products/services, tradition, ideology, and to the impression of quality communicated by each person interacting with the organization's clients (Nguyen, 2006). Meanwhile, corporate image may be considered as a function of the accumulation of purchasing/consumption experience over time. (Andreassen and Lindestad, 1998)

2.5 The three parts to CRM

1 **Processes:** processes or key steps have to be put into place to make sure that such data is used effectively. In fact it is the processes that hold the whole thing together.

2 **Technology:** In a sense, the technology part of CRM – the database - largely equates to the information that was previously stored 'in the heads' of Managers of small businesses. But good customer relationships are about far more than that.

3 **People:** The people involved in any way with the customer have to be aware of those processes and preferably believe in those processes so that a seamless service can be delivered to the customer.

2.6 The Hotel Industry

Customer service has always been a high priority for the hotel industry.

The hotel industry uses **technology:**

- Develop sophisticated websites that allow potential customers to view their facilities
- To enable online booking
- To collect information about individual customer's preferences
- To use the data they have collected to offer loyalty packages to profitable customers.

Processes have to be in place to ensure that all staff from manager to receptionist, from kitchen staff to cleaner all has the necessary training and information to provide a seamless, consistent and individualized service to their customers.

The **people** element becomes apparent when individual members of staff fail to show commitment to the processes designed.

Commitment can be encouraged by other processes that enable staff to feel valued and rewarded. This is less easy to overcome, however, when there is a conflict of interest, as can occur between franchiser, Management Company and owner of hotel.

2.7 Satisfaction and Attitude

Consumer decision about marketing organizations is to be guided by customer satisfaction, perceived service quality, perceived value, trust and commitment. These evaluations are believed to summarize consumers' knowledge and experiences with a particular firm. Overall satisfaction is an overall evaluation of a customer based on total purchase and consumption experience with service or a good over time.. It is confidence in the exchange partner's reliability and integrity.

Research indicates that the psychological benefit of trust and confidence are more important than social benefits. Commitment is believed to be an important ingredient for a successful relationship. According to Garbarino and Johnson (1999) commitment has three components: First; an instrumental component that is a form of investment, second; an attitudinal component described as effective or psychological commitment.

According to Romano (2000), companies should explore and refine CRM knowledge management to have value-added knowledge for themselves and their customers, and understand attitudes and preferences along with customer purchasing patterns and trends. Level of customer service, customer-related knowledge and customer satisfaction are especially regarded as significant in retaining the competitive advantage of a firm (Stefanou and Sarmaniotis, 2003).

and Customer Retention

Service quality is considered to be a critical success factor for the service industry, just like hotels, because; first, it has service differentiation development new customers as well as contribute to market share and second, it is viewed as a factor for customer retention

Hussain, 2005).

Because of increased importance in the service sector, quality is defined from a customer's perspective. The widely used definition of service quality is to meet customers' expectation which is identified by Parasuraman et al. (1985

The most important one is the increased effectiveness between parties.

Therefore better quality can be delivered at lower transaction cost. Service quality not only affects subsequent 2service transactions, but also enhances the building and maintenance of long-term customer relationships (Rust and Zahoric, 1993).

Based on these several contributions, it can be inferred that CRM concept is very vast and researchers have defined it in different ways. Researchers emphasized on various issues but especially on satisfaction and retention of customers. Furthermore, it can also be inferred that CRM leads to the loyalty of customers and that will ultimately result in the retention of the long time.

CHAPTER-THREE

3. Research Design and Methodology

Research methodology is the specific procedure or technique used to identify, select process and analyze information about a topic

3.1 Research Design

The design of the research would be descriptive. The research would be based on in terms of designing a questionnaire which would address the manager of three star hotels in Wolaita. In order to increase the response rate and explain some important points in the questionnaire I personally distribute the questionnaires.

3.2 Sample size

Census was used to collect data from the whole manager. The rationale to use the census is that the number of managers in the organization was small. The total number of managers was 30, so the study was conducted on them.

3.3 Source and Tools/ Instruments of Data collection

There are two types of data collection, primary data and secondary data. Both primary and secondary data were used in this study, as follows:

3.3.1 Primary data

A questionnaire was used for collecting primary data from the target population.

The survey questionnaire was accompanied with a cover letter explaining the purpose of the research. And direct interview with hotel managers.

3.3.2 Secondary data

Secondary data include qualitative data can be used in descriptive .In this study secondary data would collected from various resources such as literature review and previous studies from various reference that are related with topic

3.4 Procedures of Data Collection

A self-administration questionnaire would developed based on the statement of the problem, review literatures and previous studies from various references, which deal with the research topic. The data would collect through a structures-undisguish questionnaire survey and CRM attributes would derived from literatures publish.

3.5 Methods of Data Analysis

After the relevant data would collected the next step is data analysis. In this study the research used descriptive analysis techniques. The descriptive data analysis method was included, classifying and tabulation, of the result for the simplicity of the research. The researcher used percentage to interpret and analyze the data.

CHAPTER-FOUR

4. Result and discussion

The aim of this study was to analyze the perception of managers toward CRM for three star hotels in wolkite. The data were collected through questionnaires that were distributed to managers. Questionnaires were distributed for 30 managers were reached and 25 surveys were returned. All the returned surveys were usable. The response rate for the research was 75%.

4.1The demographic profiles of the hotel managers

4.1.1 Personal Details

Table 1: *Sex of respondents (manager)*

Sex	Number of respondents	Percentage (%)
Male	20	80%
Female	5	20%
Total	25	100

Source: *From own surveys :2019*

The above table states that 20(80%) of managers were males and the remaining 5(20%) were females. From this the researcher concludes that the numbers of male Manager were greater than the number of female manager in the h

: Age range of managers

<i>Age</i>	<i>Number of respondents</i>	<i>Percentage (%)</i>
<i>< 20</i>	<i>2</i>	<i>8%</i>
<i>21-30</i>	<i>13</i>	<i>52%</i>
<i>31-40</i>	<i>6</i>	<i>24%</i>
<i>41-50</i>	<i>3</i>	<i>12%</i>
<i>>50</i>	<i>1</i>	<i>4%</i>
<i>Total</i>	<i>25</i>	<i>100</i>

Source: *From owner survey :2019*

As it can be seen in the above table 2(8%) of respondents were less than 20 years and 13(52%) of respondents are between the age range of 21-30 years in addition out of the total respondents 6(24%) of respondents were between the age of 31-40 years, and 3 (12%) of respondents were between the age group of 41-50. Whereas 1(4%) of respondents are greater than 50 years. From those the researcher concluded that the majority of managers were between the age of 21-30 years.

Table 2: *Income level of managers*

Income level	Number of respondents	Percentage(%)
< 1500	3	12%
1501-2500	8	32%
2501-3200	7	28%
3201-5000	5	20%
>5000	2	8%
Total	25	100

Source: from own survey:2019

As it can be seen in the above table monthly income of Manager from the total number of respondents 3(12%) were below 1500 birr, 8 (32%) were between 1501-2500 7 (28%) were between 2501-3200, 5(20%) were between 3201-5000 birr and (8%) were above 5000 birr. Here we could understand that the majority proportion of the respondent get monthly income of greater than 1501-2500 birr and lesser proportion of the respondent were getting between more than 5000 birr.

Table4. 4: Education level of managers

Education level	Number of respondents	Percentage (%)
Master	3	12%
1 st degree	8	32%
Diploma	6	24%
Certificate	7	28%
2 nd school	1	4%

Total	25	100
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Source: from own survey:2019

As it can be seen in the above table the education level of Manager from the total number of respondents 3(12%) were masters, 8 (32%) were 1st degree) were 6(24%) diploma, 7(28%) were certificate and the remain1 (4%) were secondary school. Here we could understand that the majority proportion of the respondents were 1st degree

Table 3: Managers position in the hotel service

Your position in the hotel	Number of respondents	Percent of respondents
General Manager	1	4%
Front Office Manager	6	24%
Market Manager	-	0%
Other	18	72%
Total	25	100

Sources: From own survey:2019

According to the above table about 1(4%) of respondents were general manager in the hotel and about 6(24%) of respondents were front office manager in wolkite three star hotel none of market manager and18(72%) were others that have different position in the hotel. Most of the respondents were from other departments like housekeeping, finance, human resource and reservation managers

Table 4;how long worked in the present hotel

For how long have you worked in the present hotel	Number of respondents	Percent of respondents
Under 1 year	12	48%
1-2 years	4	16%
2-3 years	6	25%
3 years and above	3	12%%

Total	25	100
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Source :from own survey:2019

In terms of years of experience in the current organization; the majority of the managers 48% were working for the present hotel under 1 year followed by 1 to 2 years, 3 years and above and 2 to 3 years which is in terms of percentage 16%, 25% and 12% respectively.

Table 5;*Number of rooms in the hotels*

How many rooms in your hotel	Number of respondents	Percent of respondents
Less than 15 rooms	2	8%
16 to 30 rooms	5	20%
17 to 60 rooms	8	32%
18 to 120 rooms	10	40%
Total	25	100

Source: from own survey:2019

Table 4.4 about 2(8%) of respondents were less than 15 rooms in the hotel .About 5(20%) of respondents are 16 -30 rooms in the hotel. About 8(20%) of respondents are 17 -60 rooms in the hotel and the remind 10(40%) of respondents are 18-120 rooms in the hotel. From this the researcher concludes that the numbers of 18-120 rooms were greater respondents in the hotel.

Table 6.*Manager Satisfaction with CRM*

Your level of satisfaction to wards of CRM	Number of respondents	Percent of respondents
Strongly agree	7	28%
Disagree	3	12%
Neutral	1	4%
Agree	9	36%
Strong disagree	5	20%
Total	25	100%

Source: From own survey:2019

According to above table 4.4 shows 7(28%) of respondents strongly agree your level of satisfaction towards of CRM about 3(12%) respondents are disagree your level of satisfaction towards CRM about 1(4%) neither agree nor dis agree your level of satisfaction towards CRM about 9 (36%) respondents are agree your level of satisfaction towards CRM and the remind 5(20%) of respondents are strongly disagree .From these concluded that major respondents are agree satisfaction with customer relationship.

Helgesen (2007) study aimed to identify the most influential drivers of customer satisfaction. The researcher study found that prices have not been identified as satisfiers; however, according to the item-based importance-performance grid, competitive prices are important Because of increased importance in the service sector, quality is defined from a customer’s perspective.

Table 7: Attitude of manager to Hotel service

What is your attitude towards the hotel service?	Number of respondents	Percentage (%)
Very good	10	40%
Good	13	52%
Bad	2	8%
Worse	--	--
Total	25	100

Source: From owner survey:2019

As it shown in the above table 10(40%) of customers attitudes towards the hotel service was very good, 13(52%) of customers attitudes towards the hotel service was Good, and the rest of 2(8%) of customers have a bad attitude to the service of three star hotel in wolkite. From this the researcher can understand the majority of manager attitude towards the hotel service has better consideration.

According to Romano (2000), companies should explore and refine CRM knowledge management to have value-added knowledge for themselves and their customers, and understand attitudes and

preferences along with customer purchasing patterns and trends. The researcher finding also similar to the previous researcher.

Table 8;Recommend CRM for other hotel managers?

How likely would you recommend for other hotel manager	Number of respondents	Percent of respondents
Unlikely	4	16%
Very likely	5	20%
Less likely	6	24%
Likely	10	40%
very unlikely	-	%
Total	52	100%

Source: From owner survey:2019

As it shown in the table 4.6, about 4(16%) of the respondents were un likely in the recommend for other hotel manager about 5(20%) of the respondents were very likely in the recommend for other hotel manager about 6(24%) of them less likely in there commend for other hotel manager, about 10(40%) of them likely in the recommend for other hotel manager and the remaining are none of them unlikely in there commend for other hotel manager.

According to the findings “likelihood of using CRM” had the manager respondents were, almost very likely to use CRM. “Likelihood of recommending CRM .which shows the managers were likely to recommend CRM to others. “Likelihood of continuing use of CRM” had . In other words, they were almost very likely to continue to use CRM.

Table 9;trust and commitment enhances business relationship

Customer trust and commitment enhances business relationship	Number of respondents	Percent of respondents
Strongly disagree	5	20%

Disagree	8	32%
Neither disagree nor agree	2	8%
Agree	6	24%
Strongly agree	4	16%
Total	25	100

Source: From own survey: 2019

As it is shown in the table 5(20%) of respondents were strongly disagree and about 8(32%) of them in the disagree regarding the customer trust and commitment enhance business relationship about 6(24%) of them agreed regarding customer trust and commitment enhances business relationship about 2(8%) of them neither disagree nor agree customer trust and commitment enhance business relationship and the remaining, 4(16%) of them strongly agreed customer trust and commitment enhance business relationship.

From this it was possible to conclude that the majority of manager of the hotels are agree.

According to (Rust and Zahoric.1993) better quality can be delivered at lower transaction cost. The researcher study Service quality not only affects subsequent service transactions, but also enhances the building and maintenance of long-term customer relationships

Table 10 *.Manager continues to use CRM*

Would you continue to use CRM	Number of respondents	Percent of respondents
Likely	11	44%
Very likely	3	12%
un likely	6	24%
less likely	3	12%
very unlikely	2	8%
Total	25	100%

Source: From own survey:2019

As it shown in the table 4.12 about 11(44%) of the respondents were likely would you continue to use CRM in hotel manager about 3(12%) of the respondents were very likely would you continue to use CRM in the hotel about 6(24%) of them unlikely would you continue to use CRM in the hotel

about 3(12%) of them less likely would continue you to use in the hotel and the remaining 2(8%) of them very unlikely would continue to use CRM . from these researcher concluded that majority of respondents are likely to continue use CRM.

Table 11.marketing relationship to provide the significance benefits for hotel

Relationship marketing has potential to provide significance benefit for hotel	Number of respondents	Percent of respondents
disagree	7	28%
Strongly disagree	1	4%
Neither disagree nor agree	-	%
Agree	11	44%
Strongly agree	6	24%
Total	25	100%

Source: From own survey:2019

It show in table 13 (28%) respondents were disagree relationship marketing had potential to provide significance about 1(4%) respondents were strongly disagree relationship marketing had potential to provide significance benefit for hotel no respondents neither dis agree nor agree relationship marketing has potential to provide significance for hotel about 11(44%) agree relationship marketing hasdpotential to provide significance benefit for hotel and the remain 6(24%) strongly agrees relationship marketing had potential to provide significance benefit for hotel generally From this it was possible to conclude that the majority of mangers of the hotels wereagree.

Table 12.Relationship Marketing improve efficiency market process significance Benefits for hotel

Relationship marketing can improve efficiency of market process in hotel	Number of respondents	Percent of respondents
disagree	6	24%
Strongly disagree	4	16%
Neither disagree nor agree	3	12%
Agree	10	40%
Strongly agree	2	8%
Total	25	100%

Source: from own survey:2019

Above table about 6(24%) of respondents were disagree relationship marketing improved efficiency of market process in hotel. About 4(16%) of respondents were strongly disagree relation marketing improve efficiency of market process in hotel. About 3(12%) of respondents were neutral relationship market improved efficiency market process in hotel. About 10(40%) of respondents are agree relationship marketing improved efficiency and the remain 2(8%) of respondents were strongly agree relationship marketing improved efficiency of marketing process in hotel. So that majority of respondents agree relationship marketing improved efficiency marketing process in hotel.

Lin and Su (2003) had a research which performed a field study to explore how high quality hotel enterprises in Taiwan can improve the relationship between themselves and their customers. The researcher finding relationship couldimproved efficiencyof market process the use of CRM technology is expected to boost the ability of an organization to facilitate firm-customer interaction and to sustain profitable customer relationships through smooth sharing and integration of information

;Table13;enhancing truest and commitment with customer

Enhancing building truest and	Number of	Percent of
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commitment with customer	respondents	respondents
agree	9	36%
Strongly agree	6	24%
Neither disagree nor agree	3	12%
Agree	5	20%
Strongly dis agree	2	8%
Total	25	100%

Source: from own survey:2019

Above table about 9(36%) of respondents were agree enhancing building trust and commitment with customer. about 6(24%) of respondents were strongly agree enhancing building trust and commitment with customer. About 3(12%) of respondents were neither disagree nor agree enhancing building trust and commitment with customer. About 5(20%) of respondents are agree enhancing building trust and commitment with customer and remain 2(8%)of respondents are strongly disagree enhancing building trust and commitment with customer. The researcher concluded that majority of respondents were agree.

Table 14. Forming long term relationship with customer

Forming long term relationship with customer is high value	Number of respondents	Percent of respondents
Strongly disagree	6	24%
disagree	4	16%
Neither disagree nor agree	5	20%
Strongly agree	7	28%
agree	3	12%
Total	25	100%

Source:from own survey(2019)

It show above table about 6(24%) of respondents were strongly agree forming long term relationships with customer is high value. About 4(16%) of respondents are disagree forming long

term relationship with customer is high value. About 5(20%) of respondents are neutral. About 7(28%) of respondents are strongly agree forming long term relationship with customer is high value and remind 3(12%) of respondents are agree forming long term relationship with customer is high value. Generally the majority of respondents are strongly agree about Tony and Tracey (2007) study aimed to examine whether the relationship characteristics of length and duration, the customer demographic characteristics of age and gender and relationship attribute importance, The researcher study also almost similarity

Table 15;Manager Familiar with CRM

How familiar are you with CRM	Number of respondents	Percent of respondents
Not familiar	8	32%
Familiar	13	52%
Little familiars	3	12%
Very familiar	1	4%
Total	25	100%

Source:from own survey;2019

Above table about 8(32%) of respondents are no familiar with customer relationship management in the hotel. About 13(52%) of respondents are familiar with CRM in the hotel

About 3(12%) of respondents are little familiar with CRM in the hotel and the remain 1(4%) of respondents are very familiar in the hotel.

According to (Nevbahar H, 1995) managers were not familiar with customer relationship management .The researcher finding most of the managers are familiar with customer relationship management and indicate an interest to implement customer relationship management in their hotel.

CHAPTER-FIVE

5. Conclusion and recommendation

5.1 Result summary

The hotel industry is under tremendous competitive pressure. The traditional notion of “learn from your mistakes as you go” is replaced with “do it right the first time and be absolutely consistent in doing it throughout”. The main ingredients of success in the hotel industry (as is the case in other service industries) have been to acquire and to retain customers. The acquisition and retention of customers require identification, understanding and utilization of their likes and dislikes, which can only be accomplished through building close, one-to-one relationships with them. For this reason, the aim of this study was to analyze customer relationship management for the three star hotels in wolkite.

The findings showed that the majority of the respondents were male 80% and only 20% were females. In terms of age the majority of respondents were in the range of 21 to 30 years 52 % and 8% of manager were less than 20 years, 24% of managers were in the 31-40 age group, 12% of managers were in the age of 41 to 50 years, and 4% managers were greater than 50 years of age.

In terms of managers ‘income level majority of the respondents in the range of 1501-2500 birr 32% and 8% of manager were income level less than 5000 and 12% of manager income level and 28% of manager were income level 2501-3200 and the remain 20% manager income level 3201-5000 .in terms of educational background, 4% the managers were graduated from secondary school and the majority of managers 32 % 1st degree bachelor. 28% of managers graduated from some college. 12% of managers were masters and only 24% of managers have spot graduate degrees.

Analysis of data revealed that most of the respondents were from other departments like housekeeping, finance, human resource and reservation managers (72%) followed by front office

manager (24%), general managers (4%), and no respondents marketing manager, the majority of the managers (48%) were working for the present hotel under 1 year followed by 1 to 2 years, 3 years and above and 2 to 3 years which is in terms of percentage 16%, 25% and 12% respectively.. Interestingly,

In terms of hotels' room numbers, 8% of hotels had less than 15 rooms, 20% of hotels had 16-30 rooms, 40% hotels had above 18-120 rooms and only 32% of hotels had 17-60 rooms.

In terms of satisfaction (28%) of respondents strongly agree your level of satisfaction towards CRM about (12%) respondents are disagree your level of satisfaction towards CRM about (4%) neither agree nor disagree your level of satisfaction towards CRM about (36%) respondents are agree your level of satisfaction towards CRM and the remind (20%) of respondents are strongly disagree. From these major respondents are agree satisfaction with CRM. About (40%) of managers view to attitude of customer to hotel service very good manner and (52%) of manager view to attitude of customer hotel service was good way. And about (8%) of manager respond that they treat their attitude customer to hotel service customers in poorly way. (16%) of the respondents are unlikely in the recommend for other hotel manager about (20%) of the respondents are very likely in the recommend for other hotel manager about (24%) of them less likely in there commend for other hotel manager, about (40%) of them likely in the recommend for other hotel manager and the remaining are none of them unlikely in there commend for other hotel manager

In terms of recommended CRM for other hotel manager (44%) of the respondents are likely would you continue to use CRM in hotel manager about (12%) of the respondents are very likely would you continue to use CRM in the hotel about (24%) of them unlikely would you continue to use CRM in the hotel about (12%) of them less likely would continue you to use in the hotel and the remaining (8%) of them very unlikely would continue to use CRM. From these researcher concluded that majority of respondents are likely to continue use CRM. In terms of market relationship to provide the significance (28%) respondents are disagree relationship marketing has potential to provide significance about (4%) respondents are strongly disagree relationship marketing has potential to provide significance benefit for hotel no respondents neither disagree nor agree relationship marketing has potential to provide significance for hotel about (44%) agree relationship marketing has potential to provide significance benefit for hotel and the remain (24%) strongly agrees

relationship marketing has potential to provide significance benefit for hotel generally From this it was possible to conclude that the majority of manger of the hotels are agree.

Interms of familiar with CRM (32%) of respondents are no familiar with customer relationship management in the hotel. About (52%) of respondents are familiar with CRM in the hotel

About (12%) of respondents are little familiar with CRM in the hotel and the remain 1(4%) of respondents are very familiar in the hotel. Majority of respondents the managers are familiar with customer relationship management

5.2 Conclusion

The result of this study has a number of practical implications for the wolkite hotels in general and wolkitethree star hotels in particular. CRM is an important part of success in today's competitive hotel industry. Based on building customer focus, marketing programs lead to better results.

According to the researcher results, most of the managerial positions are taken by males. Younger managers and the managers with a higher level of education are more aware of the newer, more customer focused technologies like CRM.

The study result also showed most of the managers are new for their current position. That is a good sign for wolkite hotels since younger and better educated managers were the majority for this study, indicating the emergence of the younger generation of managers in the hotel industry.

According to the study 52% of managers are younger 21-30 years, 52% of managers have bachelor degree and above, 64.4% of the managers had an experience of less than 3 years, 40% of hotels have between 18 and 120 rooms, of hotels are independently managed hotels. . Since they had great difference in terms of age, education, experience, number of rooms, and management pattern their perception toward CRM could show significant difference and positive result throughout the study.

Although most of the managers are familiar with CRM and indicate an interest to implement CRM in their hotel since the majority of hotels are smaller and independently managed one might think that they are less likely to invest in these types of technologies and training programs because they have no enough establishments to take advantage of the economies of scale.

Therefore; at the level of the Ministry of culture and Tourism or gurage Culture and Tourism or wolkite Hotel owners association, a program can be designed to make the independent hotel owners and manages more aware of CRM and possibly help them to implement it by subsidizing the high cost of implementation.

Finally; even though three star hotels were the only target population in this study since different size hotels were included in the study and the operational setting of hotels in general are similar the study may represent hotels in wolkite.

5.3 Recommendation

- Managing customer relationships was not difficult in earlier times because merchants knew their customers' taste. But as cities grew, companies became larger and people became more mobile, the close relationship between merchants and customers eroded.
- Nowadays, many companies are working hard to get closer relationships with their customers by capturing internal and external data and analyzing that data to find their customers' needs and preferences.
- Customer relationship management related customer strategies are tailoring the physical product and service delivery process to the needs of customers and the preferences of individual customers. These strategies also include developing customized marketing communications at the individual customer level (Haley and Watson, 2002).
- Since CRM covers the entire organization, lack of involvement, planning, training and overall leadership may result in failure.
- To help CRM to succeed in hotels managers and developers should remember four basic tips:
- First, sharing vision and training the employees are important factors for the success of CRM. Key leaders should discuss the corporate vision of how they want CRM to achieve goals. They should also train their employees and give them more decision-making power.
- Second, planning on all levels to support and get perspective is another way to have successful CRM. Organizations should get feedback from the staff about their current interaction with customers and their future plans about delivering better service.

- Third, using data to enhance ROI, which is the other tip for successful CRM, happens by enhancing the guest experience with CRM technology and leveraging marketing strategies.
- Fourth and finally, measuring constantly and fine-tune strategies helps facilitate better business decisions with regards to CRM.
- CRM is not just software, it is also thought of as a cultural change..

Even though, hotel managers positively perceive the importance of CRM and it has many potential benefits for the hotels in general and wolkite three star hotels in particular (as well as everywhere else),

- According to the study most of the managers are familiar with CRM and indicate an interest to implement CRM in their hotel.
- However; since the majority of hotels are smaller and independently managed they are less likely to invest in these types of technologies and training programs because they have no enough establishments to take advantage of the economies of scale.
- Therefore; at the level of the Ministry of culture and Tourism or gurage Culture and Tourism or wolkite Hotel owners association, a program can be designed to create a detail understanding of CRM adoption and implementation strategies for independent hotel owners and manages and possibly help them to implement it by subsidizing the high cost of implementation.

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General Manager

Marketing manager Other (Please specify)

6. How long have you held this position? _____ Year _____ month

7. For how long have you worked in the present hotel?

Under 1 year

2-3 years

1-2 years

3 years and above

8. your level of satisfaction towards CRM?

Dis agree

Neutral

strongly dis agree

Agree

strongly agree

Bad

Good

10. would you continue to use CRM?

Very unlikely

Unlikely

Less likely

Likely

Very likely

Fr
ont
Office
manage
r

9.
your
attitu
de
towar
ds the
hotel
servic
e?

Very
good



11. How likely would you recommend CRM for other hotel managers?

Very unlikely Unlikely Less likely Likely Very likely

12. How many rooms in your hotel?

Less than 15 rooms

16 to 30 rooms

31 to 60 rooms

61 to 120 rooms

13. Customer trust and commitment enhances business relationship

Strongly agree

Agree

Disagree

Neutral

Strongly disagree

14. Relationship marketing has potential to provide significant benefits for hotel

Neutral

Strongly disagree



Agree

Strongly agree

Dis agree

15. Relationship marketing can improve efficiency of marketing process in hotel

Disagree

Neutral

Agree

Strongly agree

Strongly agree

16. Relationship marketing has potential to provide significance for hotel

Strongly agree

agree

Disagree

Strongly disagree

17. Enhancing and building trust and commitment with customer

High

Very high

Very high

Low

18. Forming long term relationship with customer is high value



Agree

Dis agree

Nutral

stronliy dis agree

stronliy agree

19.How familiar are you with CRM?

Not familiar

Familiar

A little familiar

Very familiar

20.Please indicate the level of likelihood of implementing CRM at your hotel:

Very unlikely

Unlikely

Less likely

Likely /likely19 manager familiarn CRM



Agree

Neutral

Strongly agree

Disagree

Strongly disagree



