UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TEECHNOLOGY EDUCATION – KUMASI

DEPARTMENT OF CATERING AND HOSPITALITY EDUCATION

AN ASSESSMENT OF CUSTOMER RELATIONSHIP MANAGEMENT

PRACTICES OF SOME SELECTED HOTELS IN THE BEREKUM

MUNICIPALITY

BOAKYEWAA AGNES

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A THESIS IN THE DEPARTMENT OF CATERING AND HOSPITALITY,

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DECLARATION

STUDENT'S DECLARATION

I, Boakyewaa Agnes**,** declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:………………………………… .DATE:…………………………………

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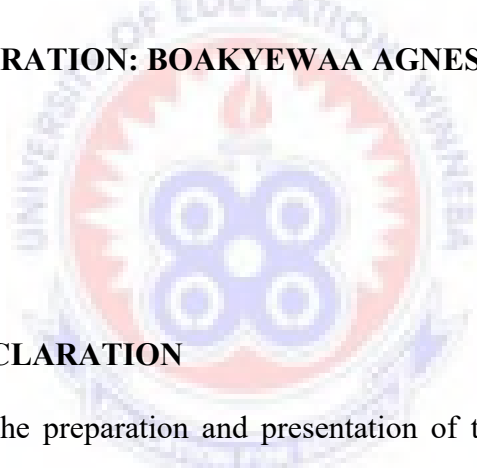
SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of thesis/dissertation/project as laid down by the University of Education, Winneba.

SIGNATURE:………………...………… DATE:………………………...………

SUPERVISOR'S NAME: DR. MRS. ELLEN OLU

DEDICATION

I dedicate this work to my husband Mr. Boakye Stephen, Mrs. Twum Barimah, my

children, siblings and Madam Ohenewaa Apraku Abigail for their immense and

wonderful support.

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To the almighty God I express my sincere gratitude for blessing me with sound mind and good health in compiling a study of this kind.

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ABBREVIATIONS

Abbreviation	Description
CRM	Customer Relationship Management

ABSTRACT

The main purpose of the study was to assess the customer relationship management practices of some selected hotels in the Beerekum Municipality. The researcher used descriptive research design for the study. This study adopted a qualitative inquiry. The target population was Benrose Hotel, Green Gate and Ahenfie Hotel to enable the researcher assess the CRM practices applied in these hotels. The total target population was 150 respondents. Random sampling techniques were used to select 108 participants for the study. Structured interview guide was used to gather primary data. Descriptive statistics was used to analyse data. The study revealed that the customer relationship management practices performed at the various hotels included customer orientation, knowledge management and technology based customer relationship management practices. However, customer relationship management organization a key part of the customer relationship management including employee training, reward system for performing staff and employment of sales and marketing experts were virtually absent was at these hotels. It was unveiled through the study that these hotels are unable to keep their key customers but rather new customers as a result of their inability to organize their customer relationship well. The study recommended that client based needs assessment must be done on regular basis to be abreast with current trends in the hotel industry and more so ascertain general needs of the various clients who visits the hotel in

order to meet their needs accordingly so as to retain customers all the time and the ministry of tourism, arts and creative culture must supervise standardized practices, uniformity and compliance with those practices at various hotels to attract clients both locally and internationally.

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

Customer Relationship Management (CRM) as a term can thoroughly be defined as the integrated usage of individuals, procedures as well as know – how to establish and maintain an elongated lucrative relationships with customers. Customer Relationship Management Practices (CRM) emphasizes on a long term and viable customer relationship that heighten value for both the company and the customer. It's also regarded as a practice computerizing a workers knowledge about his or her client's relation.

The hotel sector has attributed significant importance to CRM (Akroush et al., 2011; Lo, Stalcup, & Lee, 2010). Several factors have accounted for the requirement to adopt CRM in hotels, such as the changes prominent in the modern business environment including the availability of a large number of options to the customers (Nasution & Moavondo, 2018; Shirazi & Som, 2011), and consequently the customer being in charge of selecting the supplier (Gilbert, Powell- Perry, & Widijoso, 2019). The homogeneous nature of the hotel core product also necessitates differentiating one hotel from its competitors, which accentuates the adoption of CRM as a differentiation strategy (Kandampully & Suhartanto, 2010; Luck & Lancaster, 2013).

Numerous customer-facing CRM practices have contributed to generating loyalty in the hotel domain. Among them Uncles, Dowling, and Hammond (2013) states that loyalty programs are the key manifestation of CRM. Many other practices that manifest due to CRM implementations are also been widely quoted as examples in the hotel sector. Despite numerous customer-facing CRM practices adopted by the hotel sector, unlike loyalty programs, the effectiveness of many other practices has not been subject to

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empirical investigation. Among the few studies that have empirically tested alternative customer-facing CRM in the hotel context were Bowen and Shoemaker (2018); Kim, Han, and Lee (2011); Tideswell and Fredline (2004) and Wu and Li (2011).

The scant attention directed towards the above practices accentuates the importance to investigate alternative CRM practices in addition to loyalty programs (Shanshan, Wilco, & Eric, 2011). In this study it is argued that such CRM practices are important in evaluating the effectiveness of CRM to generate loyalty. While emphasising the importance of customer-facing CRM, this study also combines variety-seeking behaviour to further understand the effectiveness of CRM. The rationale for combining variety-seeking behaviour with CRM in hotel contexts can be explained numerously. While discussions on the importance of CRM to generate loyalty (Zikmund et al., 2013) are ongoing, the literature has raised concerns on the adverse effects of variety-seeking behaviour on customer loyalty (Jung & Yoon, 2011; Sánchez- García, Pieters, Zeelenberg, & Bigné, 2012; Shirin & Puth, 2011).

It is apparent that while some customers have a preference to be loyal, through routinising their consumption patterns (Menon & Kahn, 2015), others may engage in variety-seeking behaviour to seek pleasure by switching (Ratner, Kahn, & Kahneman, 2019). Despite the extensive discussions on hotel loyalty, the customer option to seek variety and the resulting impact on practices implemented with a long-term perspective such as CRM has not yet been discussed in the hotel domain. Based on this observation, this study takes an interest in combining knowledge on CRM and variety-seeking behaviour by observing the hotel selection patters of leisure travellers, and emphasises the importance of determining the effectiveness of CRM in the context of customers seeking different degrees of variety. This study, therefore, seeks to assess the specific CRM practices in some selected hotels in the Berekum Municipality of Ghana.

1.2. Statement of the Problem

Most hotels in the Berekum Municipality have collapsed and others at the brink of collapse as a result of limited knowledge and application of CRM practices. The rise in customer acquisition expenses and the increasing customer expectations making the hotels competitiveness and performance depend largely on their capacity to efficiently and effectively satisfy customers (Adam et al., 2010). are increasing customer acquisition costs and growing customer expectations are making the hotels' performance and competitiveness depend considerably on their ability to satisfy customers efficiently and effectively (Adam et al., 2010).

Despite the preference of organisations to maintain long-term customer relationships, not all customers want to initiate relationships with organisations (Buttle, 2019). For example, customers many not initiate relationships, due to their resistance to being 'locked in' to one organisation, and preference for variety seeking behaviour (VSB) (Danaher, Conroy, & McColl-Kennedy, 2018).

The customer preference to engage in relationships may also vary according to the service providers (Danaher et al., 2018). Thus, even though CRM practices may be an effective tool in certain service sectors such as banks, insurance companies, and membership companies, it may be a less effective tool in other industries like the hospitality industry (Lovelock et al., 2011). This may be the case in a context where leisure travellers seek variety. To better understand the best CRM practices in the selected hotels in the Berekum Municipality, this research promises to assess the performance of the various CRM practices put in place by the hotel sector and how every weakness can be turned into strength tailor-made to suit customer's demand and the overall development of the hospitality industry.

1.3. Purpose of the study.

The main purpose of the study was to assess the customer relationship management practices of some selected hotels in the Beerekum Municipality.

1.4 Specific Objectives of the Study

1. To find out the CRM practices that are applied at different hotels in Berekum.

2. To assess the efficiency of CRM practices on hotel performance.

3. To assess the extent through which CRM can influence repeated visit.

1.5. Research Questions

This research study will be guided by the following research questions:

1. What CRM practices are done in different hotels at Berekum?

2. What is the efficacy of the CRM practices that leads to the performance of the hotels?

3. To what extent can CRM influence visit?

1.6. Significance of the study.

This information generated from this study will help as a guideline to all owners of hotels, stakeholders in the hotel industry in Ghana and members of the general public by enabling them to be aware of CRM practices used by hotels in Berekum, the impact of those CRM strategies on performance of those hotels and the challenges they face in implementing those strategies to meet the standard of their dear customers.

The findings of this research will also be useful to the Ministry of Tourism and other stakeholders of the tourism industry to come up with best strategies that will enhance the capacity of hotels to compete at all levels both locally and internationally through the utilization of Customer Relationship Management practices and strategies.

With transformation in technology and how clients communicate with values, handling clients' requirements has progressively become extra acute across the business. Customer relations management practices allow companies to better know their customers.

Executed unwell, revolution ingenuities can create chaos, mostly leading to improper account info, inappropriate billing, unforeseen interruption, and unanticipated organization presentation problems. Several of the reasons of disappointment comprises absence of noticeable, spoken, and expressive administrative support, absence of official and controlled hotel organization, absence of decision-making buy-in, cloudy documents which postpones hotel development.

If the application is fruitful, customer relationship benefits include improvement of the organizations overall ability to maintain and acquire clients, increase customers lifespan and enhance services at a reduced cost.

1.7. Delimitations of the study.

The study was being limited to visitors' hotels in Berekum municipality particularly the Berekum township itself. Due to time availability. Financial constraints, availability of different grades of hotels, and also accessibility of data it was been easy the study was focused only on CRM practices in the four chosen hotels.

This study has been conceptually narrowed to focus on the assessment of CRM practices of three (3) hotels in the Berekum Municipality in Ghana for effectiveness as the area of CRM practices are wide and cannot be exhausted if researched as a whole. This study is aimed at establishing the best CRM practices for the selected hotels, challenges, and how it can be developed to meeting the expectations of the hotel sector in the Berekum Mu Ghana.

1.8. Organization of the Study

The rest of the study was organized as follows: The second chapter represents Chapter two represent an amalgamation of important literature that has been reviewed. It was also focused on the Conceptual Framework. It identifies relevant theories and concepts that was been used in the study as a guide to gain a better understanding of customer relationship management practices. The third chapter also represents the methodology. Chapter three represents the methodology of the study. It centered on the research design, data collection, sampling, research instruments, strategies, and credulity of the study. The final two chapters focused on presenting the findings of the study as well as conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept Review

2.1.1 The Concept of CRM

CRM is a new perspective of marketing which emerged from the incident of three marketing paradigms - the relationship marketing paradigm of Berry (2013), the one-to-one marketing theory of Peppers and Rogers (2013) and Reichheld (2016) and theory of customer lifetime value (Hart 2016). These three perspectives together form the foundation of CRM and of course are integral parts of the CRM process. The behavioural component model of Sin, Tse and Yim (2014) is based on the view that CRM is ―a comprehensive strategy and process that enables an organization to identify, acquire, retain, and nurture profitable customers by building and maintaining long-term relationships with them. This view of CRM reflects ideas from the three marketing paradigms identified above.

More recently, Yim, Anderson and Swaminathan (2015) identified three marketing concepts: customer orientation, relationship marketing and database marketing as the antecedent of the idea of CRM. Sun (2016) observed that the rapid development of Information technology has transformed the paradigm and perspective of CRM. First, CRM is no longer the dispensation of the service sector. The development in IT have made it possible for all kinds of firms irrespective of their activities, to exploring service led growth as a promising means of differentiation (Sun, 2016). Again, CRM is no longer handled as a separate marketing activity aimed at increasing customer satisfaction. In this era of advanced IT, CRM activities are integrated into every step of the marketing process — handling product inquiry, telemarketing, advertising, sales, transaction, service, and survey.

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In addition, he noted that, with the advancement in IT, CRM has shifted from static relationship to dynamic "learning relationship," from mass-marketing to customer-centric marketing, and from reactive service to proactive relationship building. Yim, Anderson and Swaminathan (2015) indicated the foundation of the paradigm of CRM is the belief that CRM can be developed and managed in an organization like any other important asset of the organization.

It is an undeniable fact that CRM is gradually becoming the most important paradigm of marketing. Yet CRM as a marketing discipline is still in the books of debates regarding its meaning, conceptual frame work, guidelines for implementation and evaluation. CRM scholars have observed that the meaning of CRM (what is and what is not CRM) is ambiguous (Parvatiyar & Sheth, 2011). Nevin (2015) described CRM as a buzz-term used by various professionals to express different themes and perspectives.

At different levels of management CRM may be used to express different perspectives. For instance, at the tactical level of management CRM may be equated to data-base marketing or electronic marketing; at the strategic level, CRM may be interpreted as customer retention or partnering with customers (Peppers & Rogers 2015). At the theoretical level, it may be seen as an emerging research paradigm in marketing most often loosely equated to existing perspectives. For instance, CRM is widely used interchangeably with relationship marketing (Sin, Tse & Yim, 2014) and sometimes described as IT-enabled relationship marketing (Hart, 2016).

However, CRM is quite a distinct paradigm of marketing despite the fact that it has significant common thematic characteristics with earlier marketing perspectives such as relationship marketing, one-to-one marketing and customer lifetime value theory.

According to Sin, Tse and Yim (2014), the common thematic characteristics of CRM and relationship marketing revolve around three perspectives. These are:

1. They both focus on individual customer-seller relationship.

2. They are both long-term oriented.

3. They both have the aim of benefiting customers and sellers.

In other words, both CRM and relationship marketing regard corporative and collaborative customer relationship as the core marketing strategies.

Despite these common features of CRM and relationship marketing, the difference between them is not far fetching. The literature reveals three distinctions between CRM and relationship marketing. Royals and Payne (2011) observed that whiles relationship marketing is strategic in nature; CRM is more tactical in practice. Relationship marketing is said to be more emotionally and behaviourally centered on variables such as bounding, trust and empathy whiles CRM is more focus on managerial strategies directed towards establishing, maintaining and enhancing customer relationships (Yau et al 2010).

Lastly according to Gummessson (2012), relationship marketing is more comprehensive and encompasses more than customer-seller relationship. Morgan and Hunt (1994) indicated that relationship marketing include the building of relationship with stakeholders such as suppliers, employees, government as well as society. However CRM is more dedicated to building relationship with key customer (Tuominen et al, 2014).

According to Parvatiyar and Sheth (2011), one of the unique features of CRM is customer selectivity. All customers are not equally profitable to the organization (Storebacka, 2010). Thus, effective and efficient CRM must involve customer selection. Long-term relationship should be built with only customers who are more profitable

enough to ensure win-win situation in the CRM process. This may be the one of the points that links CRM to the customer lifetime value theory.

In the light of the ongoing discussions of the meaning and scope of CRM, Parvatiyar and Sheth (2011) defined CRM as a comprehensive process of acquiring, retaining and partnering with selected customers to create value for the firm and the customer. According to the definition of CRM by Mehta, Sharma and Mehta (2010), the value CRM will create for the firm is nothing but competitive advantage. They defined CRM as a business strategy aimed at gaining a long-term competitive advantage by delivering customer value and extracting business value simultaneously. In similar perspective, Sin, Tse and Yim (2014) define CRM as a comprehensive strategy and process that enables an organization to identify (select), acquire, retain and nature profitable customers by building long-term relationship with them. The definition of Sin et al (2014) is a summary of the former two definitions because it presents CRM as both a strategy and a process.

Zablah *et al*. (2014) proposed this definition: CRM is an ongoing process that involves the development and leveraging of market intelligence for the purpose of building and maintaining a profit-maximizing portfolio of customer relationships'. Jain, Jain, and Dhar, (2017) defined CRM as a customer centric strategic business process, aimed at establishing, nurturing, enhancing and terminating relationship with customers, at a profit, so that the objectives of both the partners involved are met through mutual exchange and fulfilment of promises.'

The definition of CRM is not concrete and continues to differ from author to another. Zablah *et al.* (2014) analyzed the definitions of CRM in the literature and classified the perspectives of the definitions into five. These five classifications of CRM include CRM as a process, CRM as strategy, CRM as a philosophy, CRM as a capability,

and CRM as a technological tool. Hart (2016) indicated that some authors (e.g. Rigby *et al.,* 2012) combine two or more of these. The process perspective is described as the only perspective that recognizes and acknowledges CRM lifecycle (Reinartz *et al.,* 2014 as in Hart, 2016).

In another context, CRM is regarded as a strategy, a business process, hardware, software or an integrated approach, which blend together skills, functions and technology for building lifetime bonds with customers (Jain, Jain, & Dhar, 2017). CRM is fundamentally cross functional customer focused business strategy (Buttle, 2010). Kellen (2012) defined CRM as —a business strategy aimed at gaining long term competitive advantage by delivering customer value and extracting business value simultaneously. First and foremost, CRM as an ancient business philosophy places highest value on customer services and proposes organization wide customer centric approach (Jain, Jain, & Dhar, 2017).

Gronroos (1994) and Morgan and Hunt (2014) have defined CRM as a set of activities directed towards establishing, developing and enhancing customer relationship for mutual exchange and fulfillment of promises. As a strategy, CRM is said to aim at establishing long-term committed, trusting and cooperative relationship with customers, characterized by openness, genuine concern for delivery of high quality services, responsiveness to customer suggestions, fair dealings and willingness to sacrifice short-term advantage for long-term gains (Bennett, 2016). CRM has been considered as a core business process to create and deliver customized solutions on one-to-one basis with personal touch.

With regard to the purpose of this study, Tse and Yim (2014) view of CRM [a comprehensive strategy and process that enables an organization to identify, acquire, retain, and nurture profitable customers by building and maintaining long-term

relationships with them.'] and Jain, Jain, and Dhar (2017) view of CRM [customer centric strategic business process, aimed at establishing, nurturing, enhancing and terminating relationship with customers, at a profit, so that the objectives of both the partners involved are met through mutual exchange and fulfillment of promises.'] are very encompassing and thus reflects our conceptualization of CRM.

2.2 Theoretical Review

2.2.1 An Integrated Model for CRM Implementation

Although a huge debate has been initiated regarding the identification and the importance of different elements of CRM, there is still no agreed framework as to how CRM can be best applied and adopted within organisations. However, previous debates have clearly identified the major issues for implementing CRM, which coupled with more arguments as identified in the following literature review, lead to the development of an integrated model for CRM implementation. The proposed model has both a strategic and operational value, as: a) it identifies the major managerial areas whereby strategy development and/or organisational change are required; and b) it depicts the tactical actions that the development of a strategy in each managerial area might entail. A co-ordinated and aligned approach among the following three managerial areas is yet required.

2.2.2 Knowledge Management

The success of relationship marketing heavily depends on the collection and analysis of customer information for developing highly-personalised offerings. Buttle (2016) pointed out that marketing problems are by nature information handling problems. However, information should not be confused with knowledge. Knowledge is produced when information is analysed and used to enable and leverage strategic actions.

Sigala (2012) argued that this confusion has led several businesses to make huge investments on ICT projects which have yielded marginal results. To overcome the ICT productivity paradox, hotel management needs to embed ICT generated information into decision-making processes.

The latter involves three broad phases that run in parallel (Tiwana 2011): acquisition; sharing; utilisation. Development and creation of insights, skills, and relationships (knowledge acquisition), when disseminated and shared (knowledge sharing) are followed by integration of learning, insights and experiential knowledge and bringing it to bear upon current decisions (knowledge utilisation).

Davenport and Prusak (2018) identified the critical success factors for knowledge management: ICT and organisational infrastructure; knowledge friendly culture; change in motivational practices for encouraging and rewarding staff when information is collected, shared and used; knowledge management culture; and open organisational structure. Malhotra (2018, p.58) stressed the link between ICT and knowledge management: "…ICT embodies organisational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings". Several other authors (Earl & Scott 2019) have also highlighted the importance of a customer knowledge management strategy and the crucial leadership role that visionary knowledge officers should play for bringing together all CRM stakeholders (e.g. frontline, finance, ICT and other staff) to share a common platform of beliefs, expectations and commitment.

Tiwana (2011) also stressed that a knowledge based CRM strategy requires the development of boundary spanning communities of practice whose members are empowered and inspired by a culture of trust that in turn fosters cross-functional collaboration, sharing of expertise and creation of new knowledge. Indeed, building trust

and driving out fear of knowledge management are crucial issues, as it means that an employee is confident that taking risks based on new information, customer insights and knowledge will be rewarded, not penalised. This is because cultures that do not drive out fear have two side effects: they force employees to focus on short term at the cost of long-term performance; they encourage employees to focus on the individual rather than the collective organisation.

However, Dev and Olsen (2010) reported that although hotels capture considerable amount of customer data, those data are rarely assembled to create useful knowledge about customers. Cline and Warner (2019) also found that the collection and use of customer information are frequently intermittent, delayed and fragmented. Lack of ICT applications integration and legacy systems designed along functional lines that create fragmented guests' profile have been reported as the major reason of duplication, inconsistencies, incompleteness and inaccuracies of customer data in hotels (Sigala 2013).

Thus, knowledge based CRM requires:

• A hotel culture whereby every customer interaction is perceived as a learning experience and each customer contact as a knowledge-building opportunity and a chance to collect new information about hotels' guest (Olsen & Connolly 2010);

• Incentives and rewards to staff's efforts to capture, use and share knowledge for personalising customer interactions/experiences (Siguaz & Enz 2019);

• Redesign of customer data across the organisation and customer-centric ICT integration and infrastructure (Sigala 2013);

• Understanding of guests' value drivers and requirements as well as of the ways in which hotels contribute or fail to create customer value (Dube & Renaghan 2010).

2.2.3 Relationship Marketing (Internal and External)

Within this new paradigm, interacting with customers and satisfying customer needs are vital important. Relationships with the customers are not built and sustained with direct (e)-mail themselves but rather the types of programmes that are available for which e-mail may be a delivery mechanism. Winer (2011) argued that a comprehensive CRM is a collection of integrated components such as customer service (0800 numbers, faxback/customer comments cards, e-mail, FAQ), frequency, loyalty and reward programmes, customisation and community building (e.g. virtual communities).

The aim of these integrated customer communication channels is to support the customer cycle (i.e. acquisition, enhancement / cross-up-selling and retention) by identifying profitable customers, differentiating the services/products offered to different markets of ones, interact with individual customers in a integrated way across channels and customise/personalise customers' experiences.

CRM also largely depends on staff attitudes, commitment and performance and so, success on the external marketplace requires initial success internally in motivating and getting employees' commitment (Gronroos 2014). Apart from developing the four Ps of the marketing mix, a host of other resources and activities are also needed (e.g. handling guests' complaints and requirements) (Bitner 2015). Although most of the people involved in such activities are not part of the marketing department, their attitudes towards customers and their ways of executing their tasks are imperative. According to Gummesson (2010), these employees must be trained to become part-time marketers.

While the idea of maximising transactions is nothing new, what is different is that this style of guest interaction will demand substantial conceptual skills from every employee. Because it might be impossible to create ideal guest experiences solely through expert systems, organisations might have to create intelligent-response teams

comprising of employees with broad knowledge bases that cut across traditional organisations functions. For dealing with guests' experience-related desires, employees will be required to have advanced social skills such as understanding of role conflict, role theory, communications and personality identification (Olsen & Connolly 2010). Employees will need to be content experts who do not only know how to work with and exploit technology, but also can manage the information exchange and match guests to experiences. Moreover, as such knowledge-based work may take place electronically, staff should be able and know how to work collaborative and electronically irrespective of their spatial, time and cultural differences. CRM calls for new job descriptions, organisational structures, motivational thinking and reward systems.

2.2.4 ICT Management

Data warehouses and data mining are the most popular and highly needed systems for providing CRM capabilities or else for defining, developing and managing "the segment of one". This is because they are necessary and valuable tools for trying to determine customer demographics, buying patterns, market segments, contribution margins, customer lifetime etc., as they help to wade through volumes of information and decipher meaning, patterns and relationships from many seemingly unrelated bits of data. ICT is also instrumental for gathering and storing customer data (e.g. EPOS systems, website analysis), providing ways for one-to-one interactions, e.g. website, call centre, kiosks etc, as well as identifying ways for disseminating and accessing information across the organisation. However, to achieve the latter, a new ICT infrastructure is required that would enable the creation of consolidated customer databases and overcome limitations created by functional "field-doms".

The supporting role of ICT for fostering business process reengineering and restructuring processes around the customer is widely argued and does not stop at the

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organisational boundaries. The alignment of ICT and organisational infrastructure is critical so that the numerous systems at the customer touch points (e.g. Internet, PMS, EPOS, CRS etc) do not become "islands" of useless information. Within the hotel sector, Sigala et al. (2011) argued the need to integrate yield management, customer databases, corporate and distribution systems for implementing yield management on a one-to-one, distribution channel or hotel location basis.

Wells et al. (2019) described how electronic networks allow the distribution and share of guest databases across Ritz-Carlton hotel properties allowing staff to accommodate and treat individual customers based on preferences from previous visits.

2.3 Theoretical Models of Customer Relationship Management

Numerous prototypes and structures have been projected to show how Customer Relationship Management practices are mostly efficiently executed and managed and for example the method Zablah et al., (2004). Not a few of them points on the importance of a clear vision and approach, followed by correct evaluation and background business objectives and procedures necessary, afore any technological consideration. They specified that companies can reduce their risk of catastrophe by initially having a clear vision for his or her Customer Relationship Management target-presentation, arrangement then by understanding and addressing the glitches normally associated to it Sin, Tse & Yim (2004) recounted that a fruitful Customer Relationship Management is contingent on how four chief components: people; strategy; processes and technology are addressed.

In an observation by (Day, 1994) when all four chief areas are well addressed, a good and higher client relationship competence may arise with a higher customer-relationship proficiency when the four come together as a unit. To say it differently,

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achievement in one of the chief factors may not essentially improve operative and effectual customer relationship management practice. In their own words, (Yim, Anderson & Swaminathan, 2004) observes that customer relationship management implementations typically comprises of four precise continuing strategic activities: that concentrates in key customers, managing knowledge, organizing around and adding Customer Relationship Management based technology.

Sin, Tse & Yim (2004) also theorized that Customer Relationship Management may be a multidimensional concept involving four broad interactive modules: crucial client focus, customer relationship management organization, knowledge management as well as technology based customer relationship management. They discoursed that for an organization to make the most of its lasting performance in facets such as client contentment, belief, profit on transactions, and reoccurrence on investment, it must form, preserve, and improve long-standing and codependent relations with its target consumers.

2.3.1 Key Customer Focus

Ryals and Knox (2001) points out that culture, customer focused structure, policy and reward system should pervade any business that endeavors to apply customer relationship management practices effectively. They also noted that a firm extensive customer relationship management attention requires to repeat overall connections with significant clients.

According to Yim, Anderson & Swaminathan (2004) the chief customers are mostly recognized via customer lifespan value enquiry. They emphasized that the essential aim of key customer focus is to identify deep client relations that makes a company a needed companion towards its most gainful clients. Organizational

understanding and sustenance for key clients focus inspire the sales division to nurture lasting client relations by contribution more modified goods and amenities.

Also, as a result of firms been engaged in many transactions with considerably different customers in terms of their requirements and expectations, they contemplate customer relationship management as quite difficult. To look back at customer relationship management difficulties, not a few of the firms have adopted official customer relationship management programmes. Customer Relationship Management agendas are normally categorized as driven by database (that is identifying lucrative sections via arithmetic procedures) or driven by customer needs (thus the use of database to resource info that helps within the growth and upkeep of lasting relationship with chief customers), (Fichman & Goodman, 1996).

As observed by (Dowling, 2002) customer needs driven customer relationship management practices are mostly common with organizations that embrace business to business selling strategies owing to the need for customer needs driven CRM strategies to interest up inter-organizational relations. From the customer relationship management behavioral component ideal of Sin, Tse and Tim (2004), chief client emphasis might be a masterpiece of discourse with clients on modifying their needs, modifying products, clients' needs evaluation, application of clients' needs information.

He also perceived that client needs driven customer relationship management must be a critical component of the over-all organizational approach of firms. Hence, organizations, as a portion of their customer relationship management practices need to cultivate CRM tactics that are proficient of providing both financial and nonfinancial paybacks to chief customers.

2.4 Empirical Review

2.4.1 CRM and Hotel industry in Ghana

There is substantial evidence in the literature that suggests that CRM is critical to organizations in the profit, public and nonprofit sectors. Organizations that implement the CRM concept in any of its forms reap its substantial benefits. CRM help organizations generate information about customers that in a way help them manage their relationship with the client (Bose, 2010). Gronroos (2014) also found that because of the intrinsic characteristics of the production and consumption of service organizations, it is necessary for these types of organizations to build relationships with customers. These go to confirm how important CRM is to the hospitality industry because of its nature of service oriented.

It is the requirement for all hotels in Ghana to collect data on customers. For this reason, Kotler (2012) posits that data gathered from clients can be transformed into useful knowledge about customers (Lin and Su, 2013). For hotels in Ghana to do well, they must be highly competitive in the business environment. Consequently, the behavior of continuously purchase and re-purchase services improves customer retention and loyalty. This can only be achieved through the implementation of CRM which will lead to the establishment of a relationship between hotels and their clients ((Lin and Su, 2013). As reported by Mylonakis (2019) and Sigala (2015), CRM is one of the most effective and efficient ways to improve customer base that will, in the end, improve organization financial performance.

2.4.2 Managing the Hospitality Industry with CRM in Ghana

The hospitality industry in Ghana is fallen steadily and the need to develop strategic measures to rescue the sector needs urgent attention. CRM as a concept has

different dimensions of implementation. The aspect most important to the Ghanaian hospitality industry is the behavioral dimension. The behavioral dimension has to do with customer focus and Knowledge Management. Several studies have found CRM to be one of the practical solutions to any old service industry. In Ghana, the hospitality industry is in sharp decline and the need to improve the use of CRM in the management of the sector is necessary.

The two behavioral dimensions indicated above are required for the improvement of the hospitality industry in Ghana. It is important to consider these two facets of the behavioral dimension for its systematic implementation within the organization. Sin et al. (2015) and Yim et al. (2015) Posit that all the dimensions are necessary for improved in organizational performance. Hence, it is necessary for the hospitality service sector in Ghana to adopt CRM as a measure to rescue the industry from total collapse. In support of this, Abdullateef et al. (2010) in their study of call centers in Malaysia found that customer orientation is one of the important dimensions of CRM. The authors indicate that service organizations must comprehensively focus on the primary customer focus. Various studies also share similar views. In that, customer orientation is found to be one of the important dimensions of CRM (Sadek et al., 2011; Wang, Huang, Chen, and Lin, 2010).

2.4.3 Customer Relationship Management Organization

With a robust concentration on key clients embedded through its Customer Relationship Management system, treasured relationships could be cultivated if the entire company should be organized around it (Yim, Anderson & Swaminathan, 2004). The managerial organization must be reconstructed where necessary and flexible to attract customer-centric standards and advance coordination of cross functional and customer

focused teams. The smallest levels and functions of firms must ensure the commitment of resources in order to attain the success of customer relationship management programs. They opined that with intensive determination by the entire organizational functions to endlessly deliver a creek of valuable activities and client results, the business as well as its sales division are guaranteed of customer needs satisfaction and relationship enhancement.

Another significant characteristic of customer relationship management is the capability to support within the ego -mending of clients. That is if accomplished competently, calms the clients undesirable sentiments he or she could have, cheers to the non-attainment of his or her outlooks concerning the produce or the facility. Customer relationship management may fail in instances where an organization lacks development focused culture on impending customer relationship as a result of its uredines for it (Dutu & Halmajan, 2011).

Related to this, Mechinda and Patterson (2011) detailed a business must cultivate and environment for service within the work (for instance, provision of staff with contemporary technology and tools, client satisfaction tracking and grievance management system, inspirational facility governance, and a suitable incentive structure) in order to ensure that customer oriented behavior is displayed by service employees.

Yim et al. (2005) contended that with a robust concentration on chief customers, rooted in an establishment's customer relationship management system; the entire company should be structured around cultivating these treasured relations. Nevertheless, even if an organization acquires the leading unconventional technology and look forward to achieve a customer centric positioning without thorough incorporation of the project into the organization, customer relationship management can't be successful. Hence, effective customer relationship management execution hangs on restructuring the

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managerial organization and procedures; contribution of all administrative participants in the project; and appropriately leading change. Hereafter, the structure of an organization must also expedite communiqué through the serviceable parts (Liu, 2007) since the info collected via customer relationship management is advantageous so long as it is interconnected to all significant zones efficiently (Elmuti et al.,2009).

Besides, Chang and Ku (2009) reaffirmed how the business configuration produces a vital part in a fruitful execution of customer relationship management and thus increases a business's performance. Inside the framework of the hotel business, customer relationship management basically depends on the attitude of the staff, pledge and enactment; exterior market environment accomplishment accordingly comprises of the original evaluation of the impact of customer relationship management structures achievement of the internal organization via employees' incentive and hard work (Sigala, 2005). It is in line with this thinking that Ku (2010) opined that customer relationship management success does not only entail superior machinery but then it likewise needs operative facility conception also as appropriate working processes.

Throughout this situation, numerous works have unveiled that customer relationship management organization eyes a progressive connection with a business's performance (Akroush et al., 2011; Moreno and Melendez, 2011; Yim et al., 2005). As a result of the critical organizational resource, customer knowledge has been precisely considered. It must be noted that the core assets that allow a business to fortify its link with clients and realize the methods of transmission of knowledge to attain viable competition advantages specifically within the hotel sector is about the methods of transmission of knowledge concerning clients (Shi and Yip, 2007)

Customer relationship management is predicted to achieve success when the business cans are efficiently transforming client information into client knowledge

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(Mohammed et al., 2013). To clarify the above, relationship management success is heavily linked to the collection and analysis of information. Therefore, it is noteworthy that vital aspects of "*knowledge management"* can comprise of knowledge generation and learning, sharing, dissemination and responsiveness (Sin et al., 2005).

Through the generation of knowledge about customers, businesses can efficiently apply the knowledge to underpin the attractiveness of the hotel industry (Sin et al., 2005). Hallin and Manburg (2008), also argued that knowledge management is very significant for in the collection for competitive advantage for hospitality. Consequently, the application of records or data is becoming treasured for the satisfaction of clients' needs by sharing and distributing client knowledge throughout the business (Ryals & Knox, 2001).

As a matter of fact, there must be a wider use of data in their markets, for businesses to stay competitive, whiles exploring and making proper use of their available knowledge about clients to succeed in customer relationship management implementation. Responsiveness to knowledge takes the form of working on knowledge dissemination and generation (Sin et al., 2005) which is all the marketing strategies to making the final word aim of the event of client relationship loyalty and customer satisfaction successful. Therefore, Lo et al. (2010) Hence, suggested scrutinizing the effect of records organization section of the hotel industry in upcoming studies.

2.5 Technology-Based Customer Relationship Management

Numerous customer relationship management activities, for instance knowledge management, can't be improved without the application of the newest technology. As described by Zeblah, Bellenger and Johnston (2004), customer relationship management technology in addition to the organizational resources that is a contribution to customer

relationship management process and is supposed to strengthen the organizations ability to effectively shape and uphold an income exploiting range of client relationships. Even though the exact Customer relationship management tools that individuals organizations desire to use are possible to differ expressively, customer relationship management technology are mostly branded giving the businesses function it has projected to sustain and also according to its functionality.

Precisely, customer relationship management tools are intended to sustain sales (for instance prospect management), selling (for instance management of campaign), and renovation and maintenance responsibilities (e.g. management of cases), and assist to both empower the organization of responsibilities inside a practice or through roles, mechanize monotonous responsibilities, make available comprehensive understanding concerning structural and distinct performance of workers or normalize collective responsibilities and procedures (Zeblah, Bellenger, & Johnson, 2005).

It is therefore not surprising that not a few customer relationship management procedures take unlimited benefit of knowledge modernizations, with their capability to acquire and scrutinize records on client patterns, cultivate expectation prototypes, and answer with appropriate and real custom-made infrastructures, in order to professionally provide modified significance assistances to distinct clients (Peppard, 2000). The development of refined data organization apparatuses, comparable to record marketing, record or data warehousing, record processing, and thrust know-how save organizations in the course of a continuous gaze for current technologies that could be incorporated into their customer relationship management schemes. In the possession of correct customer relationship management technology, organizations are equipped to assemble, scrutinize, and dispense info throughout the firm.

Additional benefit of customer relationship management technology is that it helps to make a good cross referencing of clients of the different segments of an organization to identify developments of client purchasing behavior and this serves as a potential basis of additional trade prospects. Also, they acknowledged improved client contentment, greater retention of client, and extra lucrative and robust client relations for the highest projected aftermaths of customer relationship management technology.

To sum it up, Yim, Anderson and Swaminathan (2005) maintains that effective customer relationship management applications is contingent on merging the above-mentioned four scopes; that focus on major clients, establishing round customer relationship management, knowledge management, and including customer relationship management based technology into an efficient and complete customer relationship management strategy. They continued that the organizations customer relationship management activities can be rendered inefficient if there are insufficiencies in any of the aforementioned areas (Yim, Anderson & Swaminathan, 2005).

2.6 Customer Relationship Management Practices, Process and Strategic Models

CRM is viewed as a sequence of policies and procedures that helps and accomplish a rapport, dream for the organization. It includes approaches, activities and procedures that makes a mutual and new value for individual clients create a choice for their organizations and enhance outcomes over a period of association with clients. Customer Relationship Management practices involves totally all facets of communication a business has with its clients, as to whether its service or sales related. Nowadays, firms are confronted with hostile rivalry and they need to put in much effort to endure throughout an unsure and competitive market place. It is an approach which will help increase profit of firms through proper management schemes and help build

long lasting relationship with clients and hence the application of strategies that focus on the customer (Metha et al, 2010).

2.6.1 Customer Relationship Management Practices

The identity of customer relationship management has become elusive. The number of different definitions and viewpoints of customer relationship management within the books of selling management has worsened off the matter. The explanations of customer relationship management varies from much contracted to very comprehensive ones with no two equal ones (Yim, Anderson and Swaminathan, 2004). They perceived that the lack of agreement on the actual meaning of customer relationship management does not only hinders academic discourse on the matter, but then it's an addition to organizational practitioner uncertainty and inconclusiveness in creating customer relationship management structures.

Accordingly, largely acknowledged customer relationship management procedures and schemes are hitherto to be proven. Yet, several researchers have put in some great labors to explain the customer relationship management practices of organizations revealed remarkable definitions. According Mehta et al (2010) clients' choice of services are based on customer relationship management practices of the service provider. They acknowledged facilities, luxury, well-timed services, helpful workforce and reliance as the most valuable customer relationship management practices within the hotel business. They perceived that tech-based customer relationship management is significant in directive organizations.

Accordingly, (Pathatk and Modi, 2004) also observed that goodservices is a unique practice of customer relationship management that clients pay much attention to.

Vijayadrai (2008) acknowledged delivery of services, trustworthiness, guarantee and sensitivity as influencing factors to client's opinion of quality services. They established that clients give extraordinary grades to value prepositions and low grades to personalization from a record of seven different variables connected with client contentment (they include ; value preposition, appreciation, orientation of client, dependability, oriented connection, trustworthiness, gestures and personalization).

As identified by Bennett, (1996), honesty, sincere concern for top quality delivery services, sensitivity to suggestion of clients, impartial relations and readiness to offer temporary benefit for lasting advantages as a result of the characteristics of customer relationship management practices and strategy. Reinartz et al, (2004) designated customer relationship management as a methodical procedure which involves handling client rapport creativities (preservation, and end through the whole contact points of clients) in order to make the most of the value of the association within the firm.

Schneider and Bowen (1999) also indicated that maintaining clients and attaining success essentially rest on procedures like the upkeep of mutual relations created on conservation and upholding client safety, objectivity and self-respect. Again, sustaining permanent relations has its background in principles like reciprocal discussion, success of assurances, decent organizational practices, active communiqué and expressive relationship (Bejou et al., 1998). Lindgreen, (2001) stated that effective execution of customer relationship management practices courses entails a tactical methodology to carry out undertakings like customer centric process development, choosing and applying know-how results, empowerment of employees, client info and the generation of knowledge proficiencies to distinguish them, and hence the capacity of discovery from modest practices.

2.6.2 Customer Relationship Management process

Since a large amount of client information is needed in customer relationship management process, confidentiality continues to be an important and delicate issue with organizations and clients alike in order to customize services and products for individual clients, individual info is accrued and kept in customer relationship management database. There is a distinction, nonetheless, concerning gathering and information profit and treading over the privacy of customer boundaries steady with Forrester Research, many reported violation and irritation and few have acknowledged that they are afraid of internet usage tracking (Stanley 2000).

According to Winer (2001) clients can counter attack and reject firms when those firms intrude upon their client privacy by sending unsolicited emails or by sharing secret information. Most confidential issues are mostly fixed through and opt-in decision through which the client must openly give approval to "non-public data collection or through an opt out decision through which clients must prohibit the operation of knowledge.

Confidential issues must be addressed so as to ensure that clients feel comfortable and are rest assured with the organizations and with the information those organizations are gathering and using as businesses embrace and cultivate customer relationship management process. There are many believers of customer relationship management adoption, however, numerous cynics condemn for different reasons.

The first criticism has to do with the fact that top executives and marketers of various firms are unable to agree on one definition of customer relationship management; that lack of uniformity makes it problematic for organizations to come together to achieve their programmes and objectives (Newell, 2003). The lack of definition might not be dangerous, nevertheless, if organizations are ready to positively

come out with their separate working structures. Other faultfinders consider that customer relationship management is declining to fulfill client requirements; customer relationship management practitioners are too engrossed with the management of the client and not well enough on satisfying the client. Lastly, marketing managers frequently ee technology as a crucial part of customer relationship management, however, not a few see technology as a requisite for customer relationship management implementation.

Critics argue that the systems of customer relationship management practice applies too much importance on database as compared to personal communications and more so, technology does not build connections (Newell, 2003). The notion of procedure methodology of customer relationship management upholds that relations change over different stages, requiring separate levels of communications and activities amid clients and businesses.

Another noted one is the method perspective of Reinartz et al., (2004) which is the only perspective of customer relationship management that recognizes the lifespan feature within the connection, and had been observed as dual stages –managing connections with the client is one and the contrary is at wider command level combining an extensive collection of undertakings. Unique amongst the distinguished influences in this veneration is the fact that customer relationship management procedure structure ideal Parvatiyar and Sheth (2001), they considered four stage framework for the development, upkeep and elevation of real and resourceful customer relationship management. The four processes of the model are designated as: Customer relationship formation process, relationship management and governance process, relationship performance and evaluation process, CRM and evaluation enhancement process. The model portrays the above processes as sequential and fewer interactive. However it must

be noted that the processes of the model should be interactive and circular in design instead of sequential.

Payne and Frow (2004) identified five important cross-functional processes of CRM and that they include strategy development, value creation, multi-channel integration, information management, and performance assessment. It is often not clear to companies that each one embracing customer focused business process re-engineering is important when implementing CRM. They add that CRM may be a "continuous effort" which should begin with a customer centric view taking customer feedback into consideration and thus ensuring marketing and other business processes are integrated and arranged during a manner that best serves the purchasers consistent with their individual needs and values. Also recognize the necessity for firms to become more customer centric which this might be achieved through the linkage between CRM and business process re-engineering.

Peppard, (2000) states that implementing CRM means changes throughout the entire organization which is in accordance with integrating all business processes their view also supports the thought that CRM requires everyone within the organization to be committed to putting together strong customer relationships This, again, means changes within the way firms are organized. According to Payne, (2005) the organizational structural designs best fitted to building strong customer relationships are those supported inter-functional cooperation and integration. Highlights the importance of a cross functional approach to customer relationships, reminding.

The hotel organizations face growth of volume and pace of competition today has reinforced customer loyalty becomes the hotel's ability to differentiate itself from its competitors. As Majumdar (2005) stated that "Customer loyalty may be a complex and multidimensional concept." The complexity has made customer loyalty is hard to be

defined during a proper form which may be agreed by everyone. consistent with Mcmullan and Gilmore (2008) as cited in Jacoby and Kyner (1973), there are not any overall agreed definition of customer loyalty, the foremost widely accepted defi-nition is loyalty is described because the biased, behavioural response (i.e. purchase), expressed over time, by having the decision making unit, with reference to one or more alternative brands out of a group of such brands, and may be a function of psychological (i.e. decision-making) process.

However, Oliver (1999) has defined loyalty as "a deeply held commitment to re-buy or re-patronize a preferred product or service consistently within the future, thereby causing the frequency of repeat-purchase to an equivalent brand, despite situational influences and marketing efforts having the potential to cause switching behavior." This definition helps us to differentiate loyalty as attitudinal, behavioral and situational. Attitudinal loyalty is expressed as an attitude that results in an ongoing relationship with the brand, the strong loyalty that always conditioned on a positive attitude towards the brand (e.g. positive attitude of the buyer to form the repeat purchase to an equivalent preferred brand).

Behavioral loyalty is especially expressed in terms of consumer behavior on purchasing whereby the buyer has been divided into categories of monogamous (100 percentage loyal), promiscuous (no loyalty to any product or service) and polygamous" (loyal to a brand in specific line or category) that often conditioned on customer satisfaction (e.g. consumer pattern in past purchases). Lastly, situational loyalty is expressed because the purchase pattern of the buyer is influenced by purchasing situation like individual's current circumstances and their characteristics (e.g. the specified product or service is just too expensive or only available in special season).

In a business context, loyalty describes as a customer's commitment to doing business with a specific organization, by repeatedly purchasing, and recommending the chosen product or service to people (McLlroy & Barnett, 2000). The aim of loyalty during a successful business is predicated on a long-term be¬neficial relationship between customer and enterprise. The beneficial customer relationship will help firms to win customer loyalty, marketing shares, and margin of profit will consistently reduce the need costs of acquiring a replacement customer. Hence, it's strongly reflected that loyalty is more profitable in retaining current customer instead of acquiring new customers to extend business growth. Kuusik, (2007) summarized and synthesized all of the factors affecting loyalty complete with all dimension of every content derivatives.

2.7 Measuring hotel performance

Studies on firms' performance have adopted various approaches to conceptualize and measure performance. it's been argued that performance may be a multi-dimensional construct that can't be adequately reflected during a single performance item (Randolph & Dess, 1984). This argument suggests that a composite measure of performance would reflect more accurately a firm's improvements, as against one qualitative or accounting-related performance measure.

Therefore, this study used the balance scorecard (BSC) approach to live hotel performance, since BSC not only includes financial measures (measures supported financial metrics) but also includes three other non-financial measures: customers (measures are concerned with what really matters to the customers); internal process (measures associated with the critical internal processes during which the organization must excel to implement strategy); and learning and growth perspectives (measures

focused on building continuous improvement in reference to products and processes, and to also creating long-term growth) (Kaplan & Norton, 1992).

The BSC approach has been used widely in manufacturing industries, service industries and non-profit organizations (Kaplan & Norton, 2001). The model has also been widely embraced by business writers as a breakthrough in performance measurement and reporting (Goulian & Mersereau, 2000). Additionally, it translates mission and strategy into objectives and measurable terms, viewed from the financial, customer, internal business process, and learning and growth perspectives, providing a balance between short- and long-term objectives, between desired outcomes, performance drivers of these outcomes, and between hard objective measures and soft subjective measures (Chang & Ku, 2009). In line with this argument, Wu and Hung (2007) contended that financial figures alone cannot provide a full understanding of CRM's impact and results; therefore, the entire performance perspective should be used within the evaluation of CRM results.

Thus, using BSC to gauge the impact of CRM on organizational performance is critical because it's a useful gizmo to gauge an enterprise's total operation performance (Wu & Hung, 2007). To sum up, the BSC approach uses both financial and non-financial indicators to assess business performance and offers enterprises an overall in-depth understanding of business operation and performance (Kaplan & Norton, 2004; Wu & Hung, 2007; Wu & Lu, 2012). Therefore, the appliance of BSC to live hotel performance has been appropriated here, since hotels contains many various activities like food (restaurant), housekeeping, point-of-sale (front office), and receiver (storeroom) activities (Paraskevas, 2001), which have different cost structures. The range of the activities makes the utilization of monetary measures alone inadequate.

Furthermore, through CRM, organizations seek to enhance customer relationships. Thus, any measure of results must include the attitude of the purchasers (Chang et al., 2005). Therefore, to know the impact of CRM dimensions on hotel performance this study uses the BSC concept as a framework for the evaluation of hotel performance. Using the four BSC perspectives to guage the performance of hotels, and supported previous arguments of the impact of CRM dimensions on organizational performance also as resource based view (RBV) theory that advocates that each one of resources (i.e. customer-orientation strategy, CRM organization, knowledge management, and technology-based CRM) resulting in competitive advantage.

2.8 Dimensions of CRM

There is no universally agreed definition of CRM (Hamid, 2009; Ngai, 2005). It is an area that has been viewed from multiple perspectives (e.g. technology, strategy, philosophy) and it therefore means different things to different people, depending on context and other contingent factors (Baran et al., 2008; Dimitriadis & Steven, 2008; Piskar & Faganel, 2009).

Based on a review of related literature on CRM and detailed interviews with selected organizations managers, Sin et al. (2005) and Yim et al. (2005) hypothesized that the concept of CRM is a multi-dimensional construct consisting of four broad behavioural components or specific ongoing activities. These behavioural components are key customer focus, CRM organization, knowledge management and technology-based CRM.

The researchers argued that their findings are in accordance with the general notion that a successful CRM practices is mainly implemented based upon: people; technology; strategy; and processes (Fox & Stead, 2001; Sin et al., 2005; Yim et al.,

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2005), and that the dimensions (i.e. key customer focus, CRM organization, knowledge management and technology-based CRM) must interact to improve an organization's performance (Sin et al., 2005; Yim et al., 2005).

In the Malaysian context, Abdullateef et al. (2010) investigated the impact of CRM dimensions on call centers. They identified customer orientation as one of the CRM dimensions that is more comprehensive than key customer focus. In line with this thinking, several studies have highlighted the vital role of customer orientation as an important dimension of CRM (Wang et al., 2010). Furthermore, Wu and Lu (2012) contended that CRM derives from the customer orientation concept and has gradually been applied to the hotel industry to enhance the relationship between hotel enterprises and their customers.

An improved sense of customer orientation in a specific organization is the core to successful external marketing, enhanced customer satisfaction, and increased overall performance of the organization (Dowling, 1993). Therefore, this study will use the same dimensions of CRM (i.e. customer orientation, CRM organization, knowledge management and technology-based CRM) that were used in previous studies, because these dimensions are comprehensive and strongly related to the main components of CRM (i.e. people, technology, strategy, and processes).

2.9 Conceptual Framework
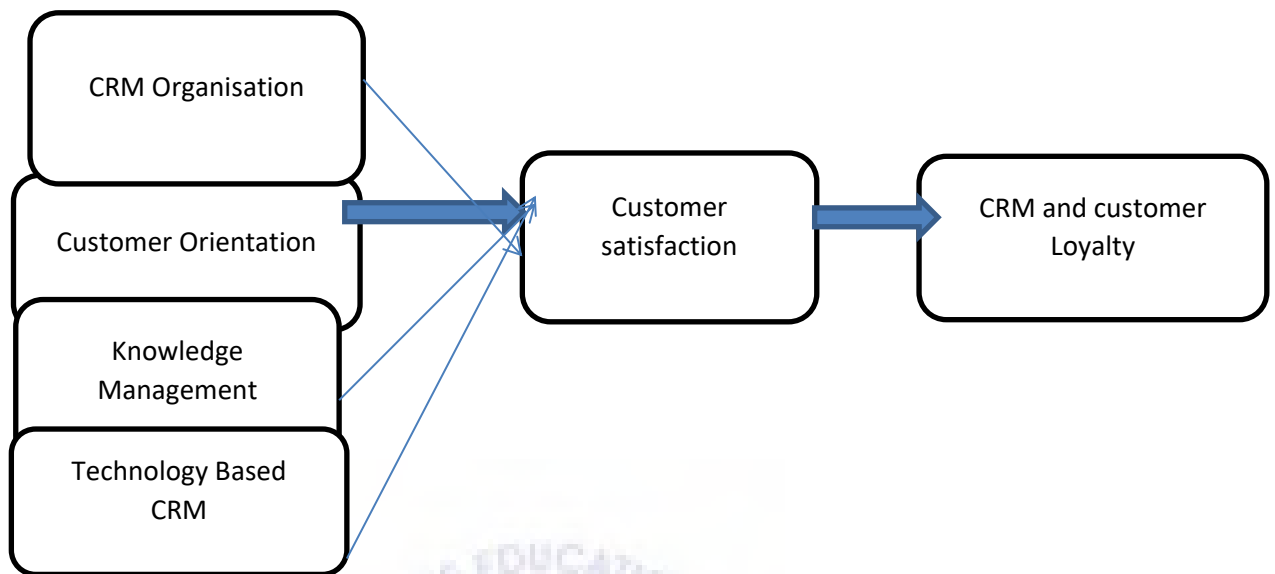
Figure 2.1: Conceptual Model

Source: Sin et al., 2015

2.9.1 CRM Components

Based on past related literature, (Sin et al., 2015) have hypothesized the concept of CRM as a multi-dimensional construct consisting of four broad behavioral components. These components are key customer focus, CRM organization, knowledge management and technology-based CRM. This is in accord with the general notion of successful CRM being implemented based on four key areas: people; processes; strategy; and technology (Fox and Stead, 2011) and the four behavioural dimensions (e.g. key customer focus, CRM organization, knowledge management and technology-based CRM) must interact to enhance long-term organization performance.

In Malaysia content, Abdullateef et al. (2010) identified customer orientation as one of the CRM components that is more comprehensive than key customer focus. Therefore, in several types of research, customer orientation has highlighted as an

important component of CRM (Wang et al., 2010) and applying it to stu-dies of relationships between CRM, RM (relationship marketing) and business performance in the hospitality industry (Wu and Lu, 2012). Also, numerous researchers have highlighted the significant effects of leading studies on CRM components in the hotel industry.

According to Mohammad et al. (2013), CRM components are important as the determinants of organization performance perspectives. In short, the four behavioral components (e.g. customer orientation, CRM organization, knowledge management and technology-based CRM) are applied in this study to analyze the relationships on customer loyalty in the hospitality industry.

2.9.2 Customer Orientation

Customer orientation is referred to the employees' personal work values and attitudes toward their customers (Brown et al., 2012). The aim of customer-oriented behavior is to enhance customer satisfaction and create customer loyalty. The employees' ability to provide a good customer concern ensures a positive impact on organization performance (Kim, 2018). According to Zablah et al. (2012), customer orientation defines as "a work value that captures the extent to which an enduring belief guides employees' job perceptions, attitudes, and behaviors in the importance of customer satisfaction."

From the previous study, (Kim et al., 2006) stated that service firms, like hotels, re-quire a better understanding of customer orientation which can directly improve the service image of the hotel when the employees success-fully provide the customer a superior service value. Hence, the opportunity of repurchase and recommendation by current customer increases invisibly (Sarmaniotis et al., 2013).

In the hotel industry, the most vital issue that hotel managers need to focus on is customer interaction. They should pay attention to developing good communication with customers to enhance service experience or service quality. Therefore, researchers have reinforced that customer orientation leads to the improvement of hotel performance and also enhancing the loyalty. As a result, customer orientation is one of the important components of CRM to create loyalty.

2.9.3 CRM Organization

First and foremost, to make sure there is highly employee involvement to conduct the customer-oriented behaviors. Organizations also have to develop an appropriate working atmosphere for the service in work. As a result, organizations will provide their employees the supportive working conditions with the help of advanced technology and tools, customer satisfaction and complaints management systems, inspiring leadership and reward system to let employees play their role in customer interaction and communication effectively (Mechinda & Patterson, 2011).

In fact, the most critical part of successful CRM implementation is organizational structure. CRM requires the whole organization to work towards achieving organization goals through building strong customer relationship (Sin et al., 2015). As such, the structure design will optimize customer relationships which are including the development of process teams, customer-oriented teams (Sheth & Sisodia, 2012), cross-discipline segment teams and cross-functional teams (Ryals & Knox, 2011). A flexible organizational structure design also helps the hotel manager to reconstruct and generate customer-centric values if there is necessary.

In the context of the hospitality industry, the most vital to CRM is the individual employees who are the building blocks of customer relationships (Brown, 2010; Ryals &

Knox, 2011). Also as the Ku (2010) stated, for CRM success it does not only require technological quality or systems, but it is also requiring a service concept as well as appropriate operation procedures. Thus, this can stress that active involvement of employees in the organization has a direct impact on organization performance and development of long-term beneficial customer relationship to build up the loyalty. Hence, it can be said that CRM organization has to be an essential through which firms affect the fundamental changes in the way they organized their business processes (Sin et al., 2015).

2.9.4 Knowledge Management

Customer knowledge has been considered as the critical organizational resource. It is about the techniques of transmission of know-ledge regarding customers as the core resources that allow a company to strengthen its link with customers and achieve the sustainable competitive advantages especially in the hotel industry (Shi & Yip, 2017). When organization cans are effectively transforming customer information into customer knowledge, it means that CRM is predicted to be successful (Mohammad et al., 2013). This is because the success of relation-ship management is heavily dependent on information collecting and analyzing. Hence, it is stated that key facets of "knowledge management" can include knowledge learning and generation, knowledge dissemination and sharing and know-ledge responsiveness (Sin et al., 2015).

By generating knowledge about customers, organizations can effectively use the knowledge to enhance the competitiveness of hotel industry. Through the information gather from customer interaction, the knowledge generated a 360-degree customer view to meet their needs and satisfaction (Sin et al., 2015). Moreover, Hallin and Manburg (2018) also stressed that knowledge management is very important for hospitality in

building up sustainable competitive advantages. On another hand, the uses of knowledge is becoming valuable for hotels to meet customer's needs by sharing and disseminating the customer knowledge throughout the organization (Ryals & Knox, 2011). In fact, for organizations to stay competitive there needs to be wider uses of knowledge in their market, exploring and making use of their existing know-ledge about customers to be successful in CRM implementation.

Knowledge responsiveness takes the form of acting on the knowledge generation and dissemination (Sin et al., 2015) which is all the marketing activities or actions taken in achieving customer satisfaction and to creating the ultimate goal of the development of customer relationship, the "loyalty." Hence, Lo et al. (2010) recommended investigating the impact of knowledge management component on the hotel industry in future research.

2.9.5 Technology-based CRM

Technology plays an important role in CRM performance. According to Dutu and Halmajan (2011), CRM implementation will end in failure if the information technology is not used properly. Thus it is very important for the hotel industry to use the technology correctly to manage the information that gathered from customers. Consequently, CRM based technology enables organizations retaining customer long-lost and making them more profitable, because of the customer database and other in-formation-storing systems (Robert et al., 2005) can provide the organization with valuable customer knowledge that will help hotel management to achieve organization goals and enhance hotel performance more effectively. It is clearly stressed that CRM systems can be a failed implemented without the help of information technology.

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Additionally, the use of technology in marketing is the greatest opportunity in the hospitality industry because it is very important to get the right information from the right people at the right time so that correct decisions can be made more perfectly (Dev & Olsen, 2010). In support of that view, Kasim and Minai (2009) stated that CRM technology dimension has a direct impact on hotel performance because the aim of information technology is used to imp-rove performance. Computer technologies such as computer-aided design, flexible manufacturing systems, just-in-time production databases, data warehouse, data mining and CRM software system (e.g. SAP and Oracle) enables organizations to manage customer data and interaction, accessing business information, automate sales, marketing and also the whole hotel supply chain relationships.

2.9.6 Customer Loyalty

The hotel organizations face growth of volume and pace of competition today has reinforced customer loyalty becomes the hotel's ability to differentiate itself from its competitors. As Majumdar (2015) stated that "Customer loyalty is a complex and multidimensional concept." The complexity has made customer loyalty is hard to be defined in a proper form which can be agreed by everyone. According to Mcmullan and Gilmore (2018), there are no overall agreed definition of customer loyalty, the most widely accepted definition is loyalty is described as the biased, behavioural response (i.e. purchase), expressed over time, by having the decision-making unit, with respect to one or more alternative brands out of a set of such brands, and is a function of psychological (i.e. decision-making) process.

However, Oliver (2019) has defined loyalty as "a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, thereby

causing the frequency of repeat-purchase to the same brand, despite situational influences and marketing efforts having the potential to cause switching behavior." This definition helps us to distinguish loyalty as attitudinal, behavioral and situational. Attitudinal loyalty is expressed as an attitude that leads to an ongoing relationship with the brand, the strong loyalty that often conditioned on a positive attitude towards the brand (e.g. positive attitude of the consumer to make the repeat purchase to the same preferred brand).

Behavioral loyalty is mainly expressed in terms of consumer behavior on purchasing whereby the consumer has been divided into categories of monogamous (100 percentage loyal), promiscuous (no loyalty to any product or service) and polygamous" (loyal to a brand in specific product line or category) that of-ten conditioned on customer satisfaction (e.g. consumer pattern in past purchases). Lastly, situational loyalty is expressed as the purchase pattern of the consumer is influenced by purchasing situation such as individual's current circumstances and their characteristics (e.g. the desired product or service is too expensive or only available in special season)

In a business context, loyalty describes as a customer's commitment to doing business with a particular organization, by repeatedly purchasing, and recommending the selected product or service to other people (McLlroy & Barnett, 2010). The aim of loyalty in a successful business is based on a long-term beneficial relationship between customer and enterprise.

The beneficial customer relationship will help firms to win customer loyalty, marketing shares, and profit margin will consistently reduce the necessity costs of acquiring a new customer. Hence, it has strongly reflected that loyalty is more profitable in retaining current customer rather than acquiring new customers to increase business growth. all factors that affect to loyalty can be inter-related to the CRM dimensions with

the explanation as follows. Customer satisfaction-with fulfilled customer expectation dimension-actually is the main objective of customer orientation policy in CRM before at the end it creates customer loyalty. Hence this factor is a mediating variable to customer loyalty. The similar approach also can be made for the factor of trustworthiness which closely inter-relate with CRM organization variable. Salesmanship is one of an indicator how to see this achievement.

The intimacy of a relationship is an indicator of the relationship factor which closely interrelates with the variable of customer know-ledge in the CRM concept. Kanchan and Shar-ma (2015) mentioned the achievement of relationship management is intensively reliant on collecting and analyzing customer in sequence. Image dimension so much relates with brand personality and brand equity of the company. As one of the main part of marketing activity, building up brand awareness and brand equity is vital to the sustainability of the business. At the end, this direction of brand equity will reach the brand resonance (Keller) where the loyalty of customer will be formed. Building up brand equity always involve marketing communication, and this cannot be done without using technology. Technology – based CRM is one of tool that can be used to achieve this loyalty.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

A choice of research design reflects decisions about the priority given to set of dimensions of the research process. The researcher used descriptive research design for the study. This refers to a research which specifies the nature of a given phenomena. It determines and reports the way things are done. Descriptive research thus involves collecting data in order to test hypotheses or answer research questions concerning the current status of the subject of the study (Bryman, 2014).

Descriptive research portrays an accurate profile of persons, events, or situations (Kothari, 2010). Therefore, the descriptive survey is deemed the best strategy to fulfil the objectives of this study. According to Kombo and Tromp (2006) the basic purpose for descriptive research usually is to describe characteristics of the population of interest, make specific predictions and test associational relationships.

Qualitative research approach was used. Ulin *et al.,* (2014) defined qualitative research as scientific research that involves an investigation to find a solution, has a proper way to answer the question, gathers evidence and lastly provides an outcome applicable to the study. Furthermore, the finding can be generalized to the population where it is involved. They also added that a qualitative study is one of the methods that can be used to obtain information about culture.

Golafshani (2013) stated that qualitative research allows the researcher to bring to light the problem to be studied by developing hypotheses to be tested. This was supported by Patton (2012) who stated that a qualitative attempt to understand certain phenomena is based on context-specific settings without ignoring the natural surroundings. Denzin and Lincoln (2010) broadly defined qualitative research as a multi-

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method focus which involves an interpretive naturalistic approach to its subject matter. This means that such research attempts to investigate things based on a natural setting which brings meaning to them. Qualitative research also involves the studied use and collection of a variety of methods to capture the story, such as interview, observational, historical, interactional and visual texts. All these methods can describe people's routines and problematic moments which can bring full meaning to them.

Strauss and Corbin (2010) stated that qualitative research is different from quantitative research: the finding of the former method naturally explains without using statistical procedures or other means of quantification. Indeed, the qualitative researcher describes explanation, understanding and prediction to similar situations. In contrast, quantitative researchers seek causal determination, prediction, and generalization of findings (Hoepfl 2017). In simplified terms, qualitative research does not involve any statistical analysis to interpret the data to make the findings. For instance, if we were asked to explain in qualitative terms a thermal image displayed in multiple colours, we would explain the colour differences rather than the heat's numerical value. In quantitative inquiry, the collection of data is normally measured and expressed numerically and used for statistical data analysis. Quantitative methods allow researchers to test theories and hypothesized relationships. This study adopted a qualitative inquiry.

3.2 Population

Mugenda (2008) describes population as the set of all groups of individuals, objects, items, cases, articles or things with common attributes or characteristics. According to Kothari (2014) a population consists of all items in any field of inquiry. However, for the purpose of this research, the accessible population for this research had to do with all the seven hotels that are located at the Berekum municipality of the Bono

region. The target population was Benrose Hotel, Green Gate and Ahenfie Hotel to enable the researcher assess the CRM practices applied in these hotels. The total target population was 150 respondents.

3.3 Sample Size and Sampling Technique

Random sampling was used to obtain the sample size. Auka *et al.,* (2013) posit that random sampling ensures that all the groups (categories) are adequately sampled and this facilitates comparison among the groups. According to the Krejcie and Morgan (1970), table for determining sample size, a population of 150 requires a sample size of 108. Therefore, random sampling techniques were used to select 108 participants for the study.

3.4 Methods of Data Collection

Literature review and field survey are the approaches used to gather data for this study. The literature gives a secondary data while the field survey is used to gather primary data. Data collected from the literature review is used to develop interview guide. This secondary data are obtained from literature reviews from journals, published works of interest and articles. The structured interview which are developed from the literature review are used to gather primary data for analysis using field survey.

3.4.1 Interview

To gather collaborating data about CRM interviews were conducted with 108 relevant representatives selected from the 3 selected hotels. The interview method is selected because of its relevance to the research context which aims to find meaningful contribution of CRM to the hospitality industry in Ghana. Semi-structured interviews are

used to gather the research data to make sure that all interview representatives are asked the same questions, to ensure that it is coherent and provide some rooms for the interviewer to adjust the interview flow to ask further in-depth questions (Koch, 2017) that are useful to gather relevant information for this research.

Subjected to employing the indepth semi structured technique was the appropriateness of the technique, thus the belief that it would permit the researcher to (1) reply to conditions as they (2) Generate precise, detailed facts (Punch, 2005). The researcher used an in depth semi structured interviewed guide during the interview process through a framework relevant themes and proposed questions that merits consideration Kvale(1996). Nonetheless, questions about the research were not probed in a direct manner as they appeared in the interview guide.

3.4.2. Selection of the interviewees

The researcher adopted the purposive sampling technique since everyone could not be interviewed Patton (2002) ; Ritchie et al(2003), directed necessity to hand- pick respondents according to their potential to deliver quality evidence with regards to the topic of the research, was employed.

Prior to the start of the interview, the respondents were called to remembrance by the researcher with regards to the secrecy of the personal identities and henceforth sought their consent for the interview to be recorded to capture the responses of the respondent, all the responses from the interviewees were audiotaped and hereafter transcribed to get their responses. Patton (2002) (Patton, 2002) states, "it doesn't matter your interview style and the carefulness of your wordings and questions, all amounts to nothing if the real responses of the interviewees are failed to be captured.

In all, a total of 3 interviews were conducted among the three institutions, one from Benrose hotel one from Green gate Hotel and one from "Ahenfie" hotel (Royale Unity Lodge). The people interviewed in these institutions were professionals in the hotel business and customers of the hotel.

3.5 Pre-Testing the Instruments

Instruments pre-testing, also known as piloting is a preliminary study conducted on small scale to ascertain the effectiveness of the research instruments, Alila (2011). A pre-test sample should be between 1% and 10% depending on the sample size, Mugenda, and Mugenda (2013). In this study the researcher would use a pre-test sample size equivalent to 10% of the study sample size, culminating into 10 respondents. Copies of instruments would be developed and self-administered to the pre-test sample that was similar to the actual study sample in its major characteristics. This was significant as it would help to reveal aspects of ambivalence depicted by the interview guide items that would be subsequently reframed relative to the responses obtained from the respondents.

3.6 Data Collection Procedures

According to Kothari (2015), data collection procedures comprises of the steps and actions necessary for conducting the research effectively and the desired sequencing of these steps. The researcher would embark on the process of collecting data from the field upon preparation of a research proposal which would be assessed, corrections would be effected and research permit would be obtained from the leaders and departmental heads at AAMUSTED. With the research permit obtained, the researcher would start distributing the instruments to the respondents.

In order to increase the return rate, the researcher would adopt the steps proposed by Wiseman and McDonald (2010). These steps involved preparing cover letters attached to each instrument disclosing the significant of the study as well as assuring the respondents of the researcher's commitment to confidentiality. In this study, the researcher would self-administer the data collection instruments to the respondents in batches of ten copies each, systematically until all were exhausted.

3.7 Data Analysis

The thematic analysis approach is employed to analysis the data that the researcher collects from the field through the interview, observation and focus group discussion. According to Bryman (2012) qualitative data that is collected is first transcribed and coded taking theoretical ideas as well as the main themes of the study into perspective. This is what guides the analysis and so after collecting the data I transcribe the interviews and code them. The transcription and coding is to organise and give meaning to the data. After coding I put them into themes reflecting the research questions that are guiding the study. I consider the theoretical framework while putting the themes together. All the field notes I have whilst observing are also coded and placed in themes according to the research questions. I then consider the relationship between the themes and how they relate to existing literature on the study to be able to do a meaningful analysis. In view of this the analysis of the findings incorporates existing literature on the topic under study and the data analysis is done based on themes or sub-headings that reflect the research questions and the objectives.

3.8 Research ethics

Ethical issues in the course of interview and its retrieval are adhered to. Firstly, the consent of respondents are sought before conducting the interview; secondly, respondents are assured they can refrain from participating in the interview; lastly the respondents are given assurance that apart from using their responses for the intended academic work, it will not be utilized for other purposes. With the respondents having been assured of these, they are willing to take participation in the research conduct.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The main purpose of the study was to assess the customer relationship management practices of some selected hotels in the Beerekum Municipality. The specific objectives of the study include to find out the CRM practices that are applied at different hotels in Berekum. Secondly, to assess the efficiency of CRM practices on hotel performance and thirdly, to assess the extent through which CRM can influence repeated visit. The analysis of the study was based on these research objectives. Out of 108 interviewees contacted for primary data, 100 interviewees responded very well while 8 interviewees did not respond well. Therefore, the analysis of the research instruments were based on 92.6% response rate.

4.2 Socio-Demographic Characteristics of Respondents

4.2.1 Age Distribution (Table4.1)

Age distribution	Frequency	Percentage (%)
18- 30	34	34
31- 40	33	33
41- 50	33	33
51-60	0.00	0
61-70	0.00	0
Total	**100**	**100**

Source: Author's Field Survey, March, 2021

Considering the age distribution of the respondents as elicited in the table 4.1 above, 34 respondents representing 34% was between the ages of 18-30, 33 respondents

representing 33% were also between the ages of 31-40 representing 33% and 33 respondents representing 33% were also between the ages of 41-50.

4.2.2 Sex of respondents (Table 4.2)

Sex	Frequency	Percentage
Male	70	70
Female	30	30
Total	**100**	**100**

Source: Author's Field Survey, March, 2021

From the above table, it showed explicitly that majority 70% were males while 30% were females interviewed at the various hotels.

4.2.3 Level of education of respondents (table 4.3)

Level of education	Frequency	Percentage (%)
University degree	34	34
Diploma	66	66
Secondary school	0.00	0
Junior high school	0.00	0
Total	**100**	**100**

Source: Author's Field Survey, March, 2021

From the table above, it can be deduced that 66 respondents representing 66% were holding Diplomas while 34 respondents representing 34% were University graduates holding Bachelors and Masters degrees.

The various hotels among which respondents were interviewed includes the "Ahenfie" hotel (Royale Unity Lodge), Green gate hotel, Benrose hotel. The respondent from Royal Unity Lodge happened to be a receptionist and had been working at the hotel for

the past 3 years, the green gate hotel respondent was the reservations manager and had also been working for the past 21 years at the hotel and that of the Benrose hotel was also a receptionist with 4 years' experience at the hotel.

4.3 Customer Relationship Management Practices of the Three Hotels
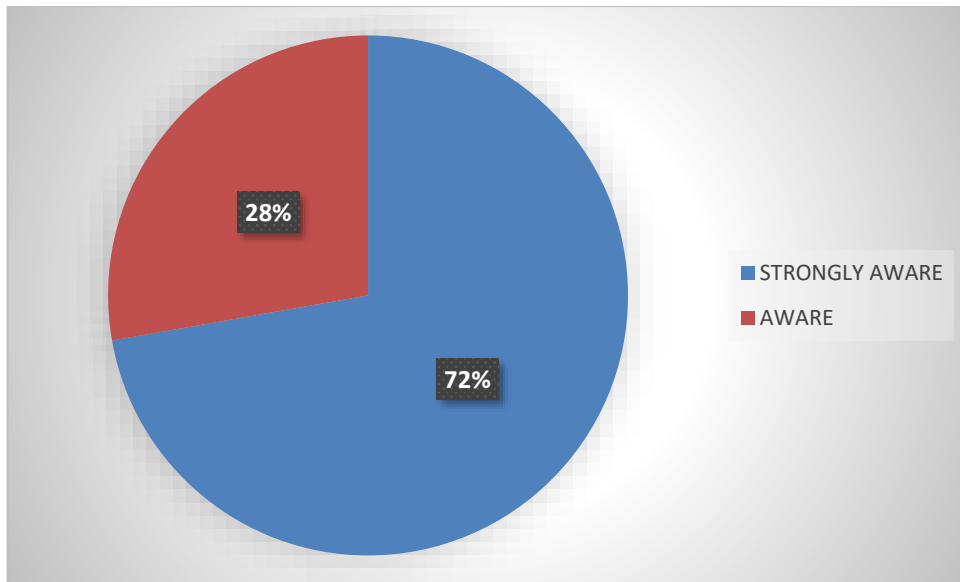
Figure 4.1: Level of awareness of CRM practices

Source: Authors field survey, March 2021

It was revealed from the field survey that 72% of the respondents were strongly aware of the CRM practices of the hotel and 28% of the respondents were also aware of the customer relationship management practices of the hotel. This was done because the awareness of the employees also determines their response to the customer relationship management practices.

4.3.1 The dimensions of the customer relationship management practices
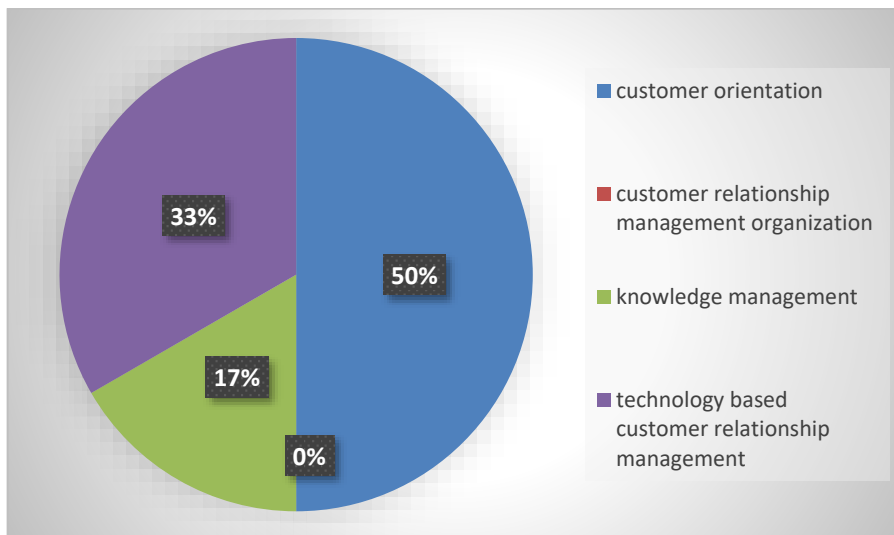
Figure 4.2 (dimensions of customer relationship practice among the three hotels)

Source: Authors field survey, March 2021

The findings of the study revealed that the management practices that were practiced at the Royal Unity Lodge included customer orientation, knowledge management and technology based customer relationship management practices, however, customer relationship management organization including employee training, reward system for performing staff and employment of sales and marketing experts were virtually absent was at this hotels.

The practices at the Green gate hotel also included customer orientation and technology based customer relationship management. The practices that were lacking in this hotel also included customer relationship management organization and knowledge management. According to the respondent from the Benrose hotel, the dimension of customer relationship management practices that are practiced there includes only customer orientation. Customer relationship management organization, knowledge management, technology based customer relationship management practices were absent in this hotel.

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However one particular practice that was absent among the three hotels at Berekum was customer relationship management organization. This reiterated the words of (Yim, Anderson & Swaminathan, 2004). a robust concentration on key clients embedded through its Customer Relationship Management system, treasured relationships could be cultivated if the entire company should be organized around it the managerial organization must be reconstructed where necessary and flexible to attract customer-centric standards and advance coordination of cross functional and customer focused teams.

And with the three hotels unable to establish customer management organization meant they had partly lost focus of one aspect of their customer relationship.

This affirms the words of (Dutu & Halmajan, 2011), that Customer relationship management may fail in instances where an organization lacks development focused culture on impending customer relationship as a result of its uredines for it

Related to this, Mechinda and Patterson (2011) detailed a business must cultivate and environment for service within the work (for instance, provision of staff with contemporary technology and tools, client satisfaction tracking and grievance management system, inspirational facility governance, and a suitable incentive structure) in order to ensure that customer oriented behavior is displayed by service employees**.**

4.3.2 The efficacy of the CRM practices

Among the dimensions of the customer relationship management practices at the hotels customer orientation was rated excellently among the four with knowledge management and technology based customer relationship management as good. This attest to the fact that customer orientation is the most adhered and practiced CRM

among the hotels. The interviews revealed that there was no challenges with the customer relationship management practices at the hotels so far.

The study revealed that among the four dimensions of customer relationship the highest motivation for repeated customer visit was proper customer orientation. This affirms the investigation of Abdullateef et al. (2010) about the impact of CRM dimensions on call centers. They identified customer orientation as one of the CRM dimensions that is more comprehensive than key customer focus.

Furthermore, Wu and Lu (2012) contended that CRM derives from the customer orientation concept and has gradually been applied to the hotel industry to enhance the relationship between hotel enterprises and their customers. An improved sense of customer orientation in a specific organization is the core to successful external marketing, enhanced customer satisfaction, and increased overall performance of the organization (Dowling, 1993).

4.3.3 Customer Orientation Practices and its efficiency
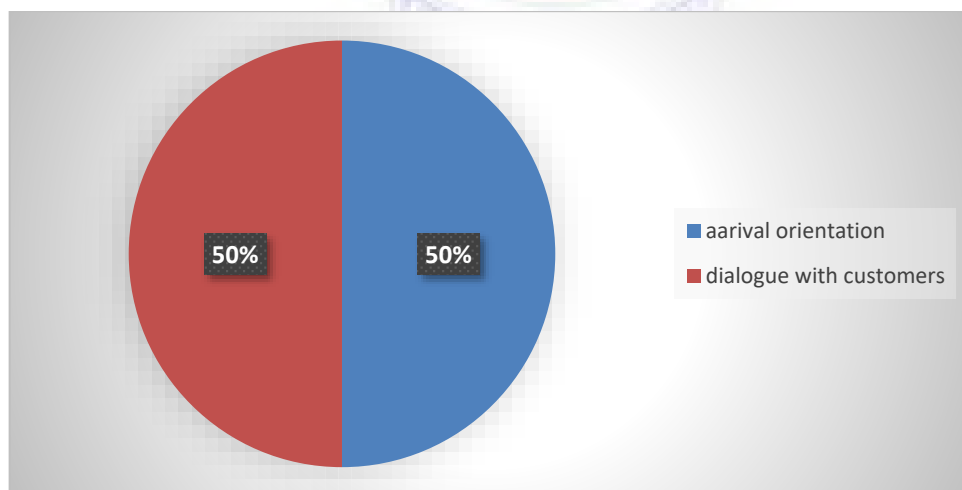
Figure 4.3. Customer Orientation practices

Source: Authors field survey, March 2021

The study revealed that among the customer orientation practices which are done at the three hotels included; arrival orientation of customers who are visiting the hotel both for the first time and beyond. The second orientation practice has to do with continuous dialogue with the customers upon the arrival until the leave the hotels.

The study revealed a good customer arrival orientation and dialogue system since it has the tendency to ensure customer repeated visits to the hotels.

However, the biggest customer orientation challenge was language barrier. Occasionally staffs of the hotels finds it very difficult to understand the language of some clients who speaks different languages other than the ones they are familiar with.

4.3.4 Customer need practices and its efficacy
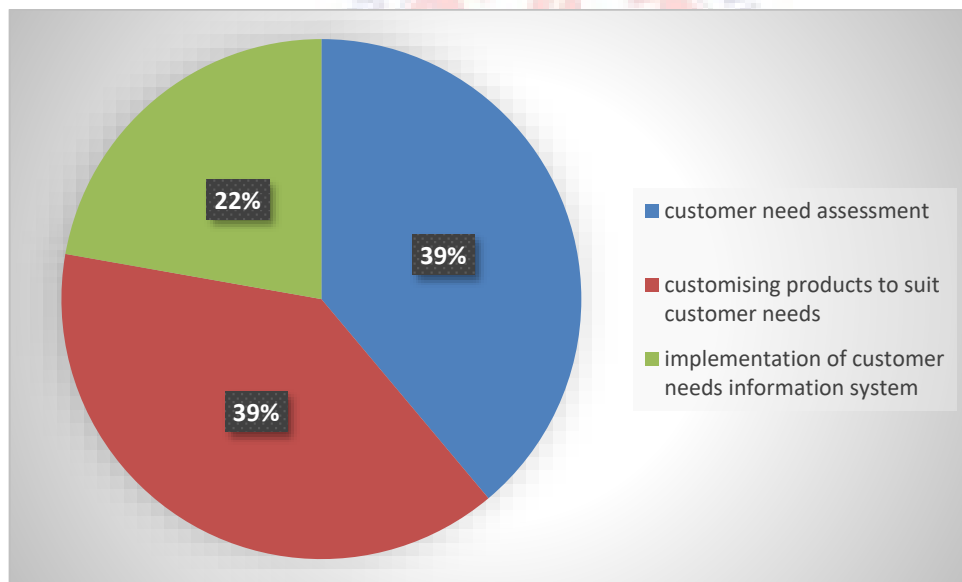
Figure 4.4 Customer needs practices

Source: Authors field survey, March 2021

The study further revealed that the customer need practices which were done at Benrose and Royale Unity Lodge included customer needs assessment, customizing products to suit customer needs and implementation of customer needs information

system where are Green gate hotel only practiced customer needs assessment and customizing products to suit customer demands.

Among the assessment criteria provided thus bad, fair, good and excellent, the study revealed that the need practices of the three hotels were good but not fair and was not bad as well.

However, the study revealed no associated challenges associated with the need practices they were performing at the moment.

4.3.5 Knowledge management Practices
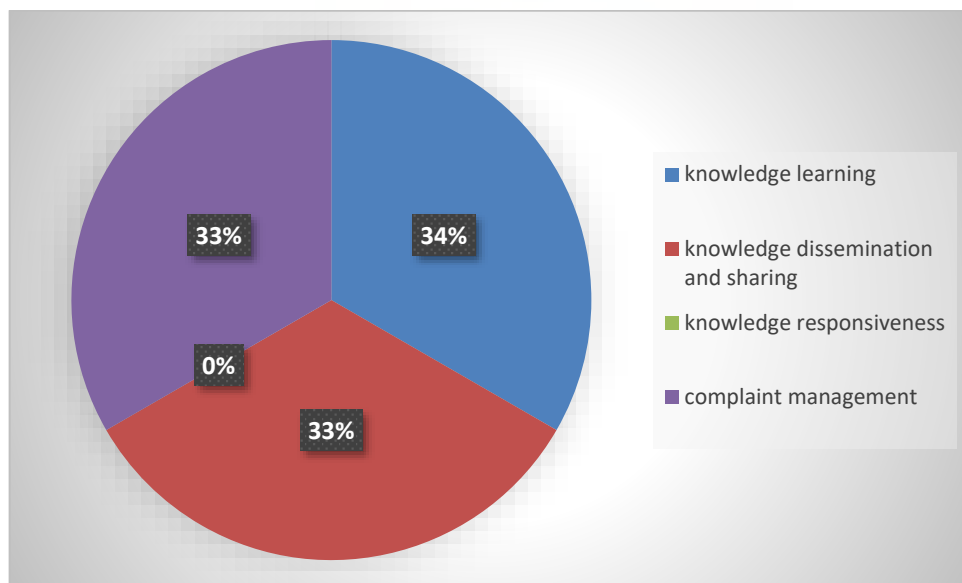
Figure 4.5. Knowledge management practices

Source: Authors field survey, March 2021

Again, the study revealed that knowledge management practices such as knowledge learning, knowledge dissemination and sharing as well as complaint management were the practices uniformly done at the three hotels. however, all the three hotels were not practicing knowledge responsiveness as a knowledge management practice at the hotels.

With the exception of the knowledge responsiveness practice that was not done among the three hotels, the other two practices thus knowledge learning and knowledge dissemination were regarded as good in the three hotels.

Responsiveness to knowledge takes the form of working on knowledge dissemination and generation (Sin et al., 2005) which is all the marketing strategies to making the final word aim of the event of client relationship loyalty and customer satisfaction successful. The core assets that allow a business to fortify its link with clients and realize the methods of transmission of knowledge to attain viable competition advantages specifically within the hotel sector is about the methods of transmission of knowledge concerning clients (Shi and Yip, 2007)

4.3.6 Technology based customer relationship management practices and its efficacy.
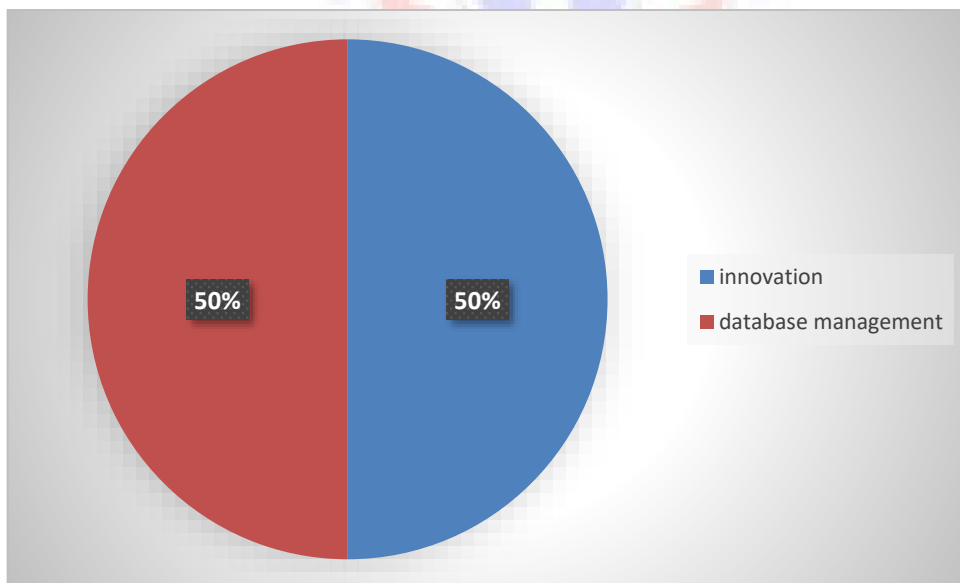
Figure 4.6. Technology based customer relationship management practices

Source: Authors field survey, March 2021

It was revealed that innovation and database management were the key technology based customer relationship management practices done at the Benrose and Royal Unity Lodge hotel whereas innovation was the only practice done at the Green Gate Hotel. These respective practices have been done at least for the three past three years. The study revealed no serious challenges with the technology based customer relationship management practices performed at the respective hotels.

The various technology practices were rated as good but not bad and not poor either.

For Zeblah et., al numerous customer relationship management activities, for instance knowledge management, can't be improved without the application of the newest technology. As described by Zeblah, Bellenger and Johnston (2004), customer relationship management technology in addition to the organizational resources that is a contribution to customer relationship management process and is supposed to strengthen the organizations ability to   effectively shape and uphold an income exploiting range of client relationships.

4.4. Performance Appraisal for the Last Three Years

4.4.1 Customer satisfaction

The study revealed that customer satisfaction for the past three years has been good as well as customer loyalty. Yet retention of key customers were not encouraging for example Benrose hotel had a fair customer retention whiles Green gate and Royal Unity Lodge hotels had a good key customer retention rate but goodthough.in terms of their competitive pricing to satisfying customers, the study recorded a good performance from Ben Rose and Royal Unity Lodge and a fair competitive pricing for Green Gate Hotel respectively.

4.4.2 Internal Process (business efficiency)

The areas under business efficiency that were considered among the three hotels also included the operational efficiency, success rate in converting business opportunities, fast business decisions and approval, work culture and employee confidence.

Here, the study revealed that the employee confidence at Royale Unity Lodge and Green Gate Hotel has increased whiles that of Benrose was considered to be good. The work culture at Royale Unity Lodge and Green Gate Hotel was revealed to be good and that Benrose was fair. The three hotels had a fast business decisions and approval rates. The success rate in converting business opportunities was not encouraging because that of Benrose and Royale Unity was considered to be good whereas the performance of Green Gate hotel at this level was considered to be fair. The operational efficiency of Benrose was considered to be good as compared to Royale Unity Lodge and Green Gate which was considered to be rather good.

4.4.3 Learning and growth perspective (knowledge and innovation)

The knowledge and innovation practices among the three hotels includes: proper knowledge management, strategic information to all, employee growth and turnover and employee satisfaction and retention.

The study unveiled that proper knowledge management was good at Ben Rose and Royale Unity Lodge and good at Green Gate Hotel, strategic information to all was uniformly good at all the three hotels whereas employee growth and turnover had reduced among the three hotels with employee satisfaction being recorded as good among the three hotels.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The main purpose of the study was to assess the customer relationship management practices of some selected hotels in the Beerekum Municipality. The researcher used descriptive research design for the study. This study adopted a qualitative inquiry. The target population was Benrose Hotel, Green Gate and Ahenfie Hotel to enable the researcher assess the CRM practices applied in these hotels. The total target population was 150 respondents. Random sampling techniques were used to select 108 participants for the study. Structured interview guide was used to gather primary data. Descriptive statistics was used to analyse data.

5.2 Summary of Major Findings

❖ The first objective sought to find out the CRM practices that are applied at different hotels in Berekum. With this, the study found out that customer orientation, knowledge management and technology based customer relationship management practices were the three CRM practices applied at the hotels out of the four CRM practices. The study found out that customer management organization was not done at the hotels (Benrose, Green gate and "Ahenfie") which includes employee training, reward system for performing staff and employment of sales and marketing experts were virtually absent was at this hotels.

❖ The second objective sought to assess the efficiency of CRM practices. With this, the study found out that customer orientation was the CRM practice which most excellently done at the three hotels whiles knowledge management and

technology based customer relationship management practices were also well practiced but not as the customer orientation in all, enhancing the performance of the three hotels among the others.

❖ The study also sought to assess the extent to which the customer relationship management practices could influence repeated visit. The study found out that the three hotels were unable to keep their key customers in order words repeated visit of key customers but rather new customers as a result of their inability to organize their customer relationship well considering the absence of customer management organization meaning the three hotels does not do employee training, to not have a reward system for performing staff and employment of sales and marketing experts which affects the staff performance thereby affecting the ability of clients to visit repeatedly.

5.3 Conclusion

The study concluded that, the rise in customer acquisition expenses and the increasing customer expectations making the hotels competitiveness and performance depend largely on their capacity to efficiently and effectively satisfy customers are increasing customer acquisition costs and growing customer expectations are making the hotels' performance and competitiveness depend considerably on their ability to satisfy customers efficiently and effectively. This issue is no different in the Ghanaian situation where most hotels are unable to keep up with customer satisfaction owing to several factors such as the customer management practices among these hotels.

The study concluded, that the customer relationship management practices performed at the various hotels included customer orientation, knowledge management and technology based customer relationship management practices. However, customer

relationship management organization a key part of the customer relationship management including employee training, reward system for performing staff and employment of sales and marketing experts were virtually absent was at these hotels. It was unveiled through the study that these hotels are unable to keep their key customers but rather new customers as a result of their inability to organize their customer relationship well. Again, the study revealed that knowledge management practices such as knowledge learning, knowledge dissemination and sharing as well as complaint management were the practices uniformly done at the three hotels.

5.4 Recommendation(s) Based on Major Findings

In the light of the major findings, the study propose the following recommendations to policy makers, practitioners in the hotel industry and the ministry of tourism, arts and creative culture as well as to academia for further research.

❖ First of all, enhancing the competiveness and retention of key customers depends to a larger extent dependent on the kind of training or in service training that are given to staff of the hotels. In the case where they are not given any formal training to aid them undertake their responsibilities dutifully therefore, in service training for newly recruited employees and old employees must be done to equip them with current trends and how to retain customer especially key and non-key customers alike.

❖ Secondly, a rewarding system for performing staff must be put in place to serve as a source of motivation for the staff to enable them do their jobs and treat clients in a fair manner in order to attract and retain customers to the hotels.

❖ Thirdly, in a world of competitive advantage, I recommend that practice of employing sales and marketing experts must be upheld at the hotels as these

hotels cannot thrive as private entities without the influence sales and marketing expert to strategize for the hotels at all times.

❖ Also, client based needs assessment must be done on regular basis to be abreast with current trends in the hotel industry and more so ascertain general needs of the various clients who visits the hotel in order to meet their needs accordingly so as to retain customers all the time.

❖ Finally. The ministry of tourism, arts and creative culture must supervise standardized practices, uniformity and compliance with those practices at various hotels to attract clients both locally and internationally.

5.5 Suggestions for Further Research

Additional theoretical and empirical research are encouraged   to further examine the CRM practices of different hotels in a different environment. Such as the customer orientation, knowledge management and technology based customer relationship management practices and more importantly the customer management organization practices of various hotels in Ghana.

Various studies could also be carried out to examine the implications of supervised and standardized practices on the performance of the hotel industry in Ghana.

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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA (SCHOOL OF GRADUATE STUDIES)

DEPARTMENT OF CATERING AND HOSPITALITY (QUESTIONNAIRE TO CRM STAFF OF TOURIST HOTELS IN BEREKUM)

A) SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENT

NB*: this research is strictly for academic purpose and hence information collected will be safely kept.*

1. Age of respondent   (tick the correct answer √)

   a. (18-30) ☐

   b. (31-40) ☐

   c. (41-50) ☐

   d. (51-60) ☐

   e. (61-70) ☐

2. Sex of respondent.   Male ☐   female ☐

3. What is the name of your

   hotel……………………………………………………………

4. Which category does this hotel falls into. Tick   √   the right one

   i.   Five star ☐

   ii.   Four start ☐

   iii.   Three star ☐

   iv.   Two star ☐

5. What is the highest level of education you have attained?

   i.   University degree ☐

   ii.   Diploma ☐

   ☐

iii.   Secondary education

iv.   Junior high school   ☐

6. What is your position at the hotel as a staff?

    …………………………....…………………

7. For how long have you been working in this hotel?

    ………………………………………….

B) CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES

8. In which year was this hotel established (optional)?

    …………………………………...

9. What is your level of awareness of Customer Relationship Management?

    i.   Strongly aware   ☐

    ii.   Aware   ☐

    iii.   Partially aware   ☐

    iv.   Not aware   ☐

10. Which of the following dimensions of customer relationship practice is done

    here? **Tick (√) more than one where appropriate.**   ☐

    i.   Customer orientation

    ii.   Customer relationship management organization   ☐

    iii.   Knowledge management   ☐

    iv.   Technology based customer relationship management   ☐

    v.   Any other

    ………………………………………………………………………………

    ………………………………………………………………………………

    ………………………………………………………………………………

    ……………………………

11. How will you rate the customer practices mentioned in question 8?

Tick the appropriate one				
Thematic areas	Bad	fair	good	excellent
Customer orientation				
Customer relationship management organization				
Knowledge management				
Technology based customer relationship management				

12. Are there any challenges with the customer relationship (CRM) practices here?

Yes/No

13. If yes please specify

………………………………………………………………………

……………………………………………………………………………

……………………………………………………………………………

Which of the above practices in **Q8** holds the highest promise to encourage repeat

customer visit in your hotel?

………………………………………………………………

14. Which of the following customer orientation practices is done in this hotel**? Tick**

more than one where appropriate.

i.   Arrival orientation   ☐

ii.   Dialog with customers   ☐

iii.   Any other……………………………………………………………

15. Are there any challenges with the customer orientation practices here? Yes/No

16. If yes please specify

…………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

How will you assess customer orientation practices selected above?

Tick the appropriate one				
Thematic areas	**Bad**	**fair**	**good**	**excellent**
Arrival orientation				
Reward system for performing staff				
Dialogue with customers				
Others=				

17. Which of the following customer practices is done in this hotel? **Tick more than one where appropriate.**

   i.   Customer needs assessment

   ii.   Customizing products to suit customers demand

   iii.   Implementation of customer needs information system.

   iv.   Any other

   …………………………………………………………………………

18. Are there any challenges with the customer practices mentioned in **Q17**? Yes/No

19. If **yes** please specify

…………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

20. How will you assess the practices selected above in the table below?

Tick the appropriate one				
Thematic areas	**Bad**	**fair**	**good**	**excellent**
Customer needs assessment				
Customize products to suit customers demand				
Implementation of customer needs information system				
Others=				

21. Which of the following customer relationship management organizational

    practices is done here?

    i.   Employee training

    ii.   Reward system for performing staff

    iii.   Employment of sales and marketing experts

    iv.   Any other

            …………………………………………………………………………

22. Are there any challenges with the CRM organizational practices here? Yes/ No

23. If Yes, please

    specify…………………………………………………………………..…..

    ……………………………………………………………………………………

    ……………………………………………………………………………………

24. How will you assess the CRM organizational pratices in the table below?

Tick the appropriate one				
Thematic areas	**Bad**	**fair**	**good**	**excellent**
Employee training				
Reward system for performing staff				
Employment of sales and marketing experts				
Others=				

25. Which of the following Knowledge management practices is done here? Tick

    where appropriate

    i.   Knowledge learning

    ii.   Knowledge dissemination and sharing

    iii.   Knowledge responsiveness

    iv.   Complaint management

    v.   Any other

              …………………………………………………………………………

              …………………………………………………………………………

    vi.   Are there any challenges with the knowledge management practices done

              here? Yes/No

    vii.   If **yes** please specify ………………………………………………

              …………………………………………………………………………………

              …………………………………………………………………………………

Per the information given in **Q22**, how will you assess the following?

Tick the appropriate one				
Thematic areas	**Bad**	**fair**	**good**	**excellent**
Knowledge learning				
Knowledge dissemination and sharing				
Others)=				

26. Which of the following technology based customer relationship practices is done

here? Tick where appropriate.

i.   Innovation

ii.   Database management

iii.   Others, please specify

………………………………………………………………………………

…………………………………………………………………………………...

....

27. Which specific technology based customer relationship management practice has

been adopted for the last three years? Please specify

……………………………………………

……………………………………………………………………………………

……...

28. If you selected question 23 (i) , then please specify the specific data management

tool or system adopted for the last three years.

……………………………………………………………………………………

……………………………………Winneba http://ir.uew.edu.…………………

……………………………………………………………………………………

29. Are there any challenges with the technology based CRM practices here? Yes/No

30. If **yes** please specify

………………………………………………………………………

…………………………………………………………………………………

…………………………………………………………………………………

31. Per the information given, how will you assess the following?

Tick the appropriate one				
Thematic areas	**Bad**	**fair**	**good**	**excellent**
Innovation				
Database management				
Knowledge responsiveness				
Complaint management				

C) <u>PERFORMANCE APPRAISAL</u>

32. What is the long term vision of this hotel?

…………………………………………………………………………….

…………………………………………………………………………………

…………………………………………………………………………………

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33. Financial measures (**financial performance**) for the last three years ?

Tick the appropriate one							
Thematic areas	**Bad**	**fair**	**good**	**excellent**	**reduced**	**increased**	
Profit margin							
Cash flow							
Bad loans/debt							
Expenses							
Others							

34. Customer (**customer satisfaction**) for the last three years?

Tick the appropriate one							
Thematic areas	**Bad**	**fair**	**good**	**excellent**	**reduced**	**increased**	
Customer satisfaction							
Customer loyalty							
Retention of key customers							
Competitive price							
Others							

35. Internal process (**business efficiency**) for the last three years?

Tick the appropriate one							
Thematic areas	**Bad**	**fair**	**good**	**excellent**	**reduced**	**increased**	
Operational efficiency							
Success rate in converting business opportunities							
fast business decisions and approvals							
Work culture							
Employee confidence							
Others							

36. Learning and growth perspective (**knowledge and innovation**) for the last

    three years ?

Tick the appropriate one							
Thematic areas	**Bad**	**fair**	**good**	**excellent**	**reduced**	**increased**	
Proper knowledge management							
Strategic information to all							
Employee growth and turnover							
Employee satisfaction and retention							
Others							

THANK YOU!!