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 WA MUNICIPALITY

LATIF KHALID ASHEEKA

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DECLARATION

STUDENT'S DECLARATION

I, **Latif Khalid Asheeka,** 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:…………………………………

STUDENT'S DECLARATION: LATIF KHALID ASHEEKA

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 to my family and my love ones.

ACKNOWLEDGEMENT(S)

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ABBREVIATIONS

Abbreviation	Description
CRM	Customer Relationship Management

ABSTRACT

The hotel industry today is going through an upsurge in globalization, an increase level of client turn over as well as competition. The study sought to assess the customer relationship management practices of some selected hotels in the Wa municipality of Ghana. The study employed a qualitative research to assess the customer relationship management practices of the selected hotels in Wa Municipality with this, the semi-structured interview was adapted to collected primary data and many articles, books etc were consulted for secondary information. 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. The second part also discusses and analyses the various customer relationship management practices of the selected hotels in the municipality of Wa. The study sought to find the customer relationship management practices that were practiced in the understudied hotels and to assess its efficiency on the performance of the hotels and the extent to which these customer relationship management practices are able to influence repeated visits at the various hotels. 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, 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.

CHAPTER ONE

10. INTRODUCTION

1.1. Background of the Research

The idea behind customer relationship management is not really new; most primitive traders knew it was a good idea to form relationships with ones clients to retain them. (Jobber, 2004). 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) 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 worker or staff must recall the customers" needs and actions, sense of taste and favorites in a normal business process. Strategy signifies machinery of the income as well as the undertakings of an organization in its operational environment (Johnson and Scholes, 2002).

A Customer Relationship Management Practice (CRM) therefore is business approach that seeks to comprehend, forestall and achieve the requirements of an organizations contemporary and possible customers.

Orthodoxly, organizations were controlled around their produce and services (Shanks & Tay, 2001). However, many of them are starting to renovate themselves and have an extra customer focused direction (Ryals & Knox, 2001). Numerous businesses have come to understand that their customers are their real assets and have to some extent become their product (Shanks & Tay, 2001).

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In the hotel sector, a major font of competitive advantage is Customer Relationship Management (CRM). It is a systematically recognized mechanism that maintains customer oriented organizations (Mohammed et al., 2014). Specifically, CRM is regarded as one of the top approaches and practices for hotels to enhance their general performance and also to ensure that their business survives in the long run no matter what (Kasim & Minai; Sigala, 2005;Wu & Lu, 2012).

Customer Relationship Management has gained much prominence as a mechanism for enhancing a company‟s competitive advantage. However, current researches reveal that the overall performance of Customer Relationship Management (CRM) is not peaceful. Owing to reasons such as, poor performance of customer relationship management programmes including the necessity for a healthier customer data, the inability to match the likings of customer‟s particular communications system. Inability to merge database for separate business units, unstable client request outline, as well as supervisory problems (Findlay & Stine, 2001). This shows the necessity to intensify the overall quality of customer relationship management programmes.

As competed by Porter (1997: 64), customer relationship management is mostly denoted as a mechanism, the spirit of strategy in various activities- selecting to achieve activities differently from competitors. Therefore, if Customer Relationship Management is a strategy, then it must contain a sequence of activities that delivers a firm the prospect to sustain a competitive advantage of competitors. Nonetheless, the exact practices which contain Customer Relationship Management programme is not clear.

This study, therefore, seeks to assess the specific CRM practices in some selected hotels in the Wa Municipality of Ghana.

1.2. Problem Statement

Today, the hotel industry is going through an upsurge in globalization, an increase level of client turn over as well as competition. The attraction and retention of customers is key for the survival of the hotel industry. However, this cannot be achieved without the application of CRM practices within the hotel industry of Ghana. Yet the knowledge and hence the application of CRM practices to sustain the industry seems to be limited in its applicability in many hotels in Ghana. Most hotels have collapsed and others at the brink of collapse as a result of limited knowledge and application of these practices (Adam et al., 2010). Scholars such (Kasim & Minai, 2009; Mohammed & Rashed, 2012; Ammari & Nusair, 2015) has revealed Customer Relationship Management practices as the paramount business approach for hotels to distinguish themselves from their rivals. Although, we may confidently describe Customer Relationship Management organization to be a vibrant means through which they organize their real business procedures for clients and staff (Sin et al 2005; Yim et al., 2005). In the climax, all of the resources of an organization such as marketing capabilities, policies, culture, and organization structure must be integrated to realize CRM successfully and by so doing develop organizational performance. The positive effect of CRM organization on customer retention is also affirmed by most prior research (Yim et al., 2005), marketing, and financial performance (Akroush et al., 2011; Sin et al., 2005).

Therefore, organization can validate such data to be able to advance and establish advantageous with their clients (Zahay & Griffin, 2004). Nonetheless, the hotel industry has to institute a suitable working atmosphere for service at work in order to form customer oriented behaviors. For instance, the provision of workforce with contemporary tools, technical know -how, motivating management, client gratification tracking and

grievance management system as well as suitable incentive scheme can altogether create these behaviors (Mechinda & Patterson, 2011).   The assessment of CRM practices in the hotel industry has to solve these problems that have somehow been overlooked among researchers in these areas of study. The available data in the sector lacks clearness, eminence and correct scrutiny (Adam et el., 2101). To better understand the best CRM practices in the hotel sector in this current era, 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 purpose of the study was to assessment of CRM practices of three (3) hotels in the Wa 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 Ghana.

1.4 Objectives of the Study

1.4.1. General Objective of the Study

The general objective of the study is to make an assessment of Customer Relationship Management (CRM) practices applied by some selected hotels in the Wa Municipality of Ghana.

1.4.2 Specific objectives of the study

i. To find out the CRM practices that are applied at different hotels in Wa.

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

iv. 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:

i. What CRM practices are done in different hotels at Wa?

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

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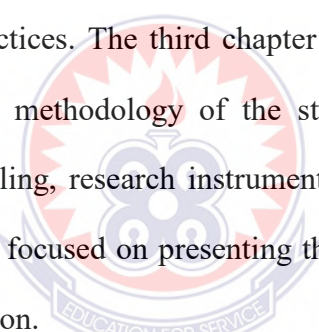
The findings of this research will also be useful to the Ministry of Tourism and other stakeholders of the tourism industry to come up with best strategies that will enhance the capacity of hotels to compete at all levels both locally and internationally through the utilization of Customer Relationship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

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1.7. Delimitations of the study.

The study was being limited to visitors' hotels in Wa municipality particularly the Wa 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.

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 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.
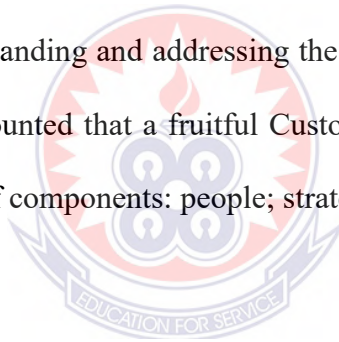
In an observation by (Day, 1994) when all four chief areas are well addressed, a good and higher client relationship competence may arise with a higher customer- relationship proficiency when the four come together as a unit. To say it differently, achievement in one of the chief factors may not essentially 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

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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.

2.1.1 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.

2.1.2 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 managerial organization and procedures; contribution of all administrative participants in the project;

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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).

2.1.3 Knowledge Management

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)

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

2.1.4 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, and 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

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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 and Swaminathan, 2005).

2.2 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.

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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).

2.2.1 Customer Relationship Management Practice

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.

2.2.2 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 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

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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.

2.24 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 (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 beneficial 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.

2.3 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 and 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 and Norton, 1992).

The BSC approach has been used widely in manufacturing industries, service industries and non-profit organizations (Kaplan and Norton, 2001). The model has also been widely embraced by business writers as a breakthrough in performance measurement and reporting (Goulian and 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 and 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 and 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 and Norton, 2004; Wu and Hung, 2007; Wu and 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 gauge 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.

2.4 CRM Components

Based on past related literature, (Sin et al., 2005) 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, 2001) 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 studies 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.

2.5 Dimensions of CRM and hypothesis

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 and Steven, 2008; Piskar and 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 and Stead, 2001; Sin et al., 2005; Yim et al., 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).

CHAPTER THREE

METHODOLOGY

3.1. Research design

The researcher adopted the non-experimental research design because this type is mostly used when a researcher wants to study organizations, cities etc. it is also a strategy used to make causal inferences.

Case study research has long been in existence in various academic disciplines, and many organizational and management studies can be grouped under case study. A significant feature of case studies is the framing of the research question in a way to gain proper knowledge and understanding of the case in relation to its social, political, economic, cultural and other contexts, in order to proffer solution (Eriksson & Kovalainen 2008: 115).

"Case study research aims to make room for diversity and complexity, and therefore, avoids overly simplistic research designs." (Eriksson & Kovalainen 2008: 117.)

3.2 Population

Population is the entire aggregation of cases that meet a designated set of criteria (Polit & Hungler, 1999). The targeted population "refers to the entire group of individuals or objects to which researchers are interested in gathering data for the study (Creswell, 2016). It includes all people or items with the characteristics that the researcher wishes to study. Target population is the population with which the researcher would like to generalize his or her results.

However, for the purpose of this research, the population for this research had to do with all the seven hotels that are located at the Wa municipality of the Upper region. The

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target is chosen to enable the researcher assess the CRM practices applied in these hotels.

3.2.1 Sample and sampling techniques

For the purpose of this study and in order to collect sample data for analysis of the customer relationship management practices that are applied by the various hotels, three hotels out of the seven was selected for the study namely Nuoyong Empire hotel, Delagio hotel and Sem-B Lodge. Concerning the technique, the researcher employed the purposive sample of the non - probability sampling technique in both selecting the hotels and the respondents to the questionnaire. The three respondents were used because they were identified to have in-depth knowledge about the CRM practices in the hotels thus one manager and two receptionist.

The three hotels were chosen out of the seven purposely because the other four are somehow non effective and operational. Mostly a purposive sampling is used when if the potential respondents were known in advance, and their selection was based on the fact that the groups had the relevant knowledge and experience to contribute to the study (Morra & Rist, 2009). In a qualitative study, the sample size is relatively small as the purpose of the study is to make an in-depth analysis of the topic and not to study a representative sample of the population.

3.3. Sources of Data Collection

Two main data sources were harnessed for this research thus the secondary and primary data source.

Secondary data sources used for the study included resource materials from visiting several journal websites, documents and internet publications of customer relationship management practices.

Primary data collection instruments enables a researcher to obtain first-hand information and credible information about the under study. Therefore the researcher used the primary data collection tool below to obtain first hand and credible information for analysis and interpretation on CRM practices at the Nuoyong Empire hotel, Delagio hotel and Sem-B Lodge respectively.

Qualitative researchers usually enjoy the use of interview technique in their data gathering. However, the absence of liberty and the rigidity is related to the use of structured interviews.

By virtue of the associated benefits of employing an in-depth, semi structured interviews, these methods were used to gather first-hand information for this study.

It allowed respondents in the selected hotels to freely express their view points on questions asked without difficulty; as well as aiding myself to probe more for clarifications from respondents in pertinent phenomenon they flaccidly stated in their answers. Offered by this technique is the free will to focus on the vital concerns relevant to answering the research questions.

3.3.1 Interviewing

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.

3.3.2. 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 Nuoyong Empire hotel, one from Sem-B Lodge and one from Delagio hotel. The people interviewed in these institutions were professionals in the hotel business and customers of the hotel.

3.3.3. Limitations of using the interview method

The aim of qualitative analysis is to provide a complete, detailed description of the research issue (Atieno, 2009, p. 17).

By reason of the fact that interviewing relies on the personal abilities and skills of the interviewer and the collaboration by respondents, there"ve been anxieties that it kind of

breed partiality. This is because, it allows researchers to generate a huge amount of data which involves more time to analyze. The decision to employ the interview technique as an investigation approach in this studies, was influenced by the caliber of evidence needed by the investigator and the point that employing the interview technique was the most suitable technique of deriving such information (Simons, 2009).

3.4. Management of Data and analysis

Managing of facts involves grouping sources where data was obtained into a convenient consortium in order to simplify the way it is coded, searched, retrieved and analyzed. Nonetheless, due to the large nature of qualitative data and how disorganized they appear, it is significant to study the management tools for them (Bazeley, 2007).

Hence in this study, data sources organized were so done in a tabular form where responses from the respondents were presented. After everything all the research data were introduced into the overall project. Aside the documents introduced into the project, filed observation and field assumption are field into the work. Primary conclusion was made to permit the researcher pass his comments on the data during the process of coding.

3.4.1. Analysis of Thematic Data

Thematic data analysis as observed by (Gibbs, 2007), "Involves several forms of alteration". Actually, it encompasses repeatedly reading over your data and breaking down of data activities, whiles building it up in innovative ways (Terre Blanche & Kelly, 2002). Though there diverse approaches in analyzing qualitative data for example constant comparison/ grounded theory and discourse analysis. However, the thematic

approach was employed in analyzing the data for this study. (Boyatzis, 1998; Howitt & Cramer, 201; Seidman, 2006).

Howitt and Cramer (2011) observes that the process of analyzing data by employing the thematic approach involves three distinctive but virtually overlapping stages: the textual material transcription, identification of themes as well as sub themes. In contrast, (Braun and Braun and Clarke 2006) states that six phases are involved in the process with number one being acquaintance with the data, preliminary generation of code, searching for themes, review of theme, description of theme, identification and production of report as demonstrated and (Table 1 below).

Phase	Description
Familiarization with data	In involves transcribing necessary data, critically reading it and noting down original ideas.
Initial code generation	It involves coding the most curious pieces of data in a methodical way throughout the whole set of documents. Thus organising relevant data.
Theme searching	Gathering into possible themes, and or collating all important data to each possible theme.
Theme review	Read-through if the various themes works in connection with the extracts coded.
Theme definition and naming	Continuous analysis to polish details of each thematic area and the story the analysis foretells. It involves unearthing flawless meanings and for each of the themes, their titles.
Report production	Here comes the final analysis opportunity which involves the assortment of clear, convincing excerpt examples, ultimate analysis of assorted excepts, connecting the analysis back to the questions of the study as well as literature.

Source: Braun and Clarke (2021).

Although the process of thematically analyzing data involves a phase by phase process, as well as backward and forward process (Braun and Clark,2006; Howitt & Crammer, 2011).

Hence, it is the duty of the researcher to probe more into the text in order to identify the various themes which explains important aspects of the script (Howwit & Cramer) whiles making sense out an apparently unrelated data (Boyatzis,1998).

To create successful nodes and data coding involves devoting one attention in the passages of the text and the probing of literature and research data for principal thematic areas since processes of coding data was both concept and data driven Gibbs (2007).

(Braun and Clarke, 2006) employs the terminologies theoretical and inductive analysis. Themes are strongly linked to data in inductive analysis thus trying to suit them into a previous coding structure (Braun and Clarke, 2006)

In contrast, the coding of data seems to be determined by the researchers analytic interest in the in the subject area making it a clear analyst driven (Braun & Clarke)

Hence, both the data as well as the concept driven methodologies were employed in development of nodes as well as data coding. The researcher carefully chose text passages and structured them into them into nodes arising from reviewed literature and interviewed data whiles scrutinizing the material source. The discovery of evolving thematic areas as well as linkages to the study with earlier revisions informed the decision of the researcher to employ both concept and data driven approaches.

3.5 The limitations of research data

The aim of qualitative analysis is to provide a complete, detailed description of the research issue (Atieno, 2009, p. 17). This research paid attention to the particular context, particular respondent and relied on a single method to understand the situation

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for interpretative knowledge contribution in Wa. This research is not without its limitations. The main limitation is that the conclusions of a case study conducted in Wa for producing knowledge might not be generalizable to the customer relationship management in other regions. Certainly, the study will expound on the ideas presented in the study in a descriptive nature but it would be difficult to make quantitative predictions on the research context. Another disadvantage of qualitative approaches is that findings cannot be extended to wider populations with the same degree of certainty that quantitative analyses can due to the lack of statistical significance.

3.6. Conclusion

Methodology is a process of doing research. For maintaining this process, the study follows a specific worldview. It takes a specific epistemological stance, and the research design and method of data collection techniques is based on theoretical grounds. Organizing, presenting and analyzing data were also approached by following the relevant social research methodological process.
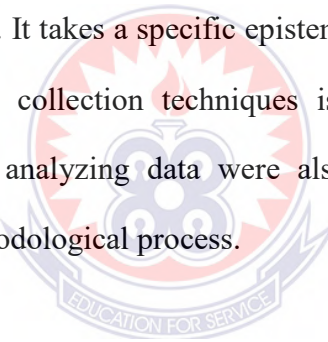
CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter deals with the discussion and analysis of the data that was collected from the field. The findings of this research are directed towards an attempt to answer the research questions in chapter of this paper. Here, some comparism were made with other researches as outlined in the reviewed literature. Literatures are cited on the subject matter to substantiate certain arguments or some complements that emerged. The first part of the chapter is dedicated towards the socio-demographic characteristics of the respondents. The second part also discusses and analyses the various customer relationship management practices of the selected hotels in the municipality of Wa. The third section of this chapter also deals with the findings of the efficacy of customer relationship management practices that leads to the performance of the hotels and then the extent to which customer relationship management influences visitation within the various hotels.

4.2 Socio-Demographic Characteristics of Respondents

4.2.1 Age Distribution (Table. 2)

Age distribution	Percentage
18- 30	33.33
31- 40	33.33
41- 50	33.33
51-60	0.00
61-70	0.00
Total	**100**

Source: Author''s Field Survey, March, 2021

Considering the age distribution of the respondents as elicited in the table 2 above, one respondent representing 33.33% was between the ages of 18-30, one of the respondents was also between the ages of 31-40 representing 33.33% and the other respondent was also between the ages of 41-50 representing 33.33% of the total percentage.

4.2.2 Sex of respondents (Table . 3)

Sex	Percentage
Male	100
Female	0
Total	**100**

Source: Author‟s Field Survey, March, 2021

The above table, showes explicitly that all the respondents interviewed were males at the various hotels.
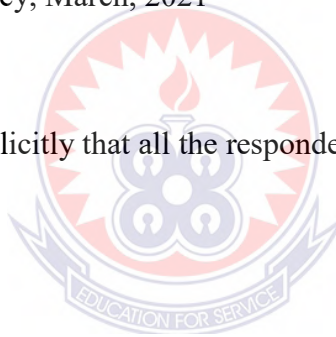
4.2.3 Level of education of respondents (table 4)

Level of education	Percentage
university degree	33.33
Diploma	66.67
Secondary school	0.00
Junior high school	0.00
Total	**100**

Source: Author‟s Field Survey, March, 2021

From the table above, it can be deduced that there was one respondent who had a percentage of 33.33 and who happens to be a university degree holder, and the other two making up for 66.67 of the total percentage were also diploma holders.

The various hotels among which respondents were interviewed includes the Delagio, hotel, Nuoyong Empire hotel. The respondent from Nuoyong Empire 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 Sem-B Lodge was also a receptionist with 4 years" experience at the hotel.

4.3 Customer Relationship Management Practices of the Three Hotels

It was revealed from the field survey that two of the respondents were strongly aware and one respondent was 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.

4.3.1The dimensions of the customer relationship management practices
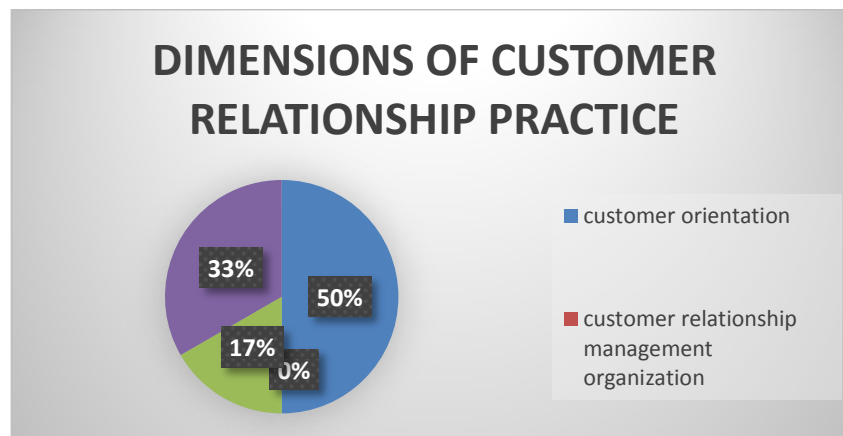
Figure 2 (dimensions of customer relationship practice among the three hotels)

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 Sem-B Lodge, 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.

However one particular practice that was absent among the three hotels at Wa 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
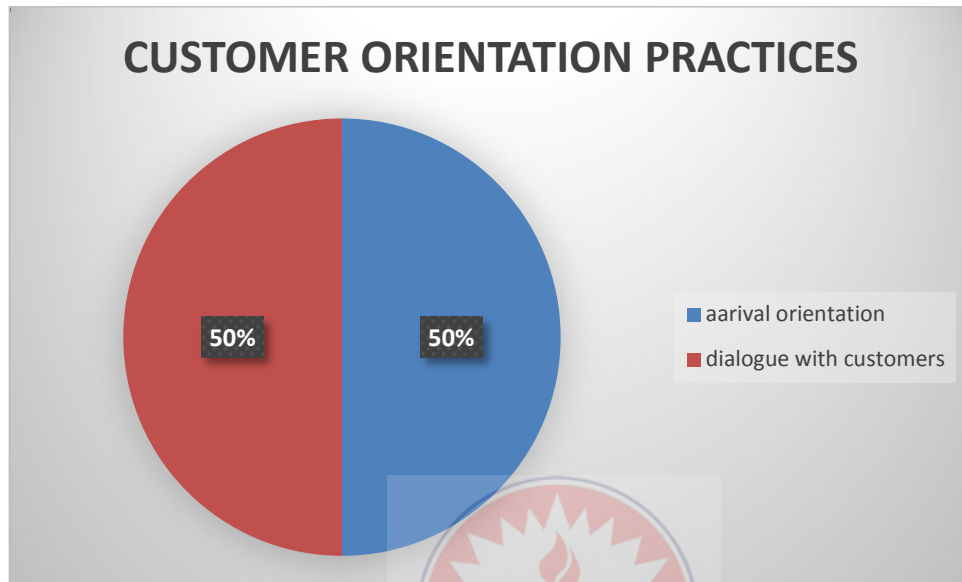
Figure 3. Customer Orientation practices

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

CUSTOMER NEEDS PRACTICES

- customer need assessment
- customising products to suit customer needs
- implementation of customer needs information system

39%

39%

22%
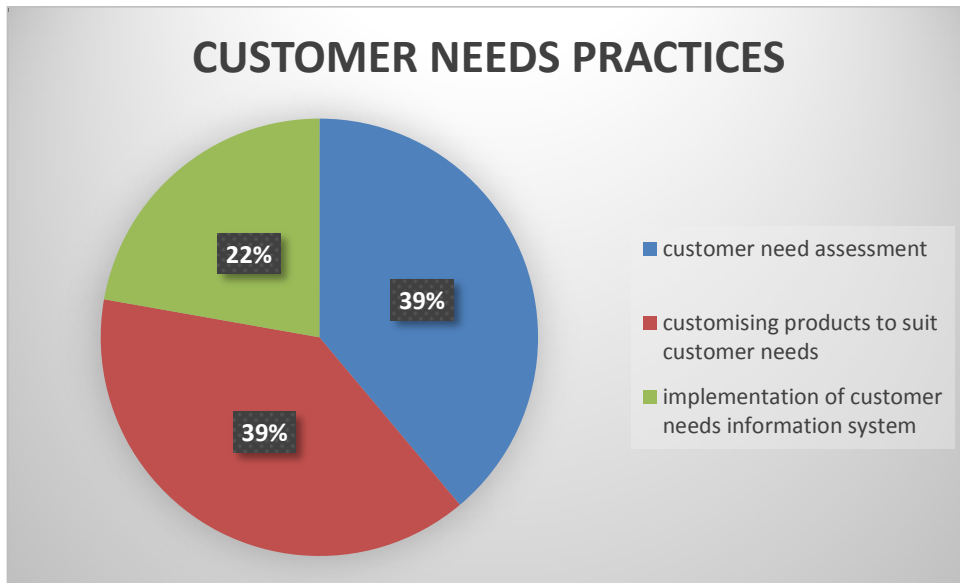
Figure 4. Customer needs practices

The study further revealed that the customer need practices which were done at Sem-B Lodge and Delagio, hotel, included customer needs assessment, customizing products to suit customer needs and implementation of customer needs information system where are Nuoyong Empire 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
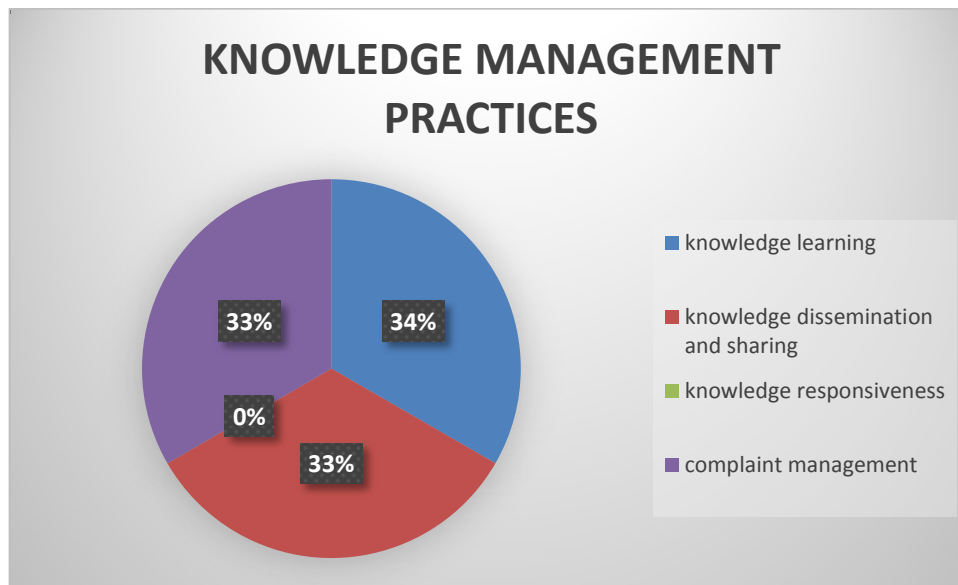
Figure 5. Knowledge management practices

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.
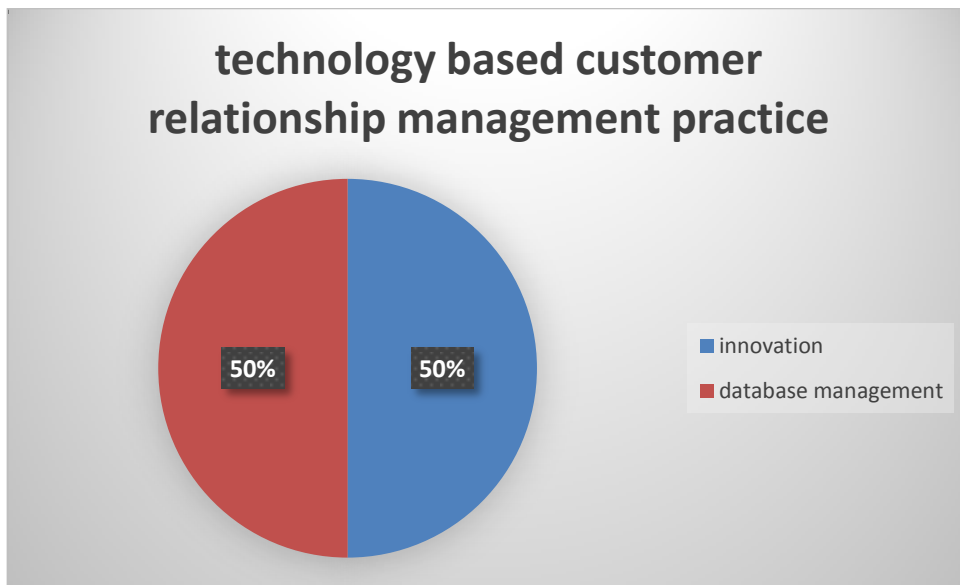
Figure 5. Technology based customer relationship management practices

It was revealed that innovation and database management were the key technology based customer relationship management practices done at the Nuoyong Empire hotel and Delagio hotel whereas innovation was the only practice done at the Sem-B Lodge. 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 Nuoyong Empire hotel had a fair customer retention whiles Sem-B Lodge and Delagio hotel 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 Nuoyong Empire Hotel and has increased whiles that of Delagio hotel was considered to be good. The work culture at Royale Unity Lodge and Green Gate Hotel was revealed to be good and that Nuoyong Empire Hotel 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 Nuoyong Empire Hotel and Delagio hotel was considered to be good whereas the performance of at this level was considered to be fair. The operational efficiency of

Nuoyong Empire Hotel was considered to be good as compared to Delagio hotel and Sem-B Lodge 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

5.0 Introduction

This chapter is a presentation of the summary of the entire findings of this particular research work which sought to make an assessment of the customer relationship management practices which are applied at three different hotels at Wa municipality namely the Nuoyong Empire hotel, Delagio hotel, and the Sem-B Lodge. The key findings are related to the various objectives of the research. The chapter ends with recommendations for policy makers, practitioners in the hotel industry and the ministry of tourism, arts and creative culture of Ghana.

5.1 Summary of Major Findings

❖ The first objective sought to find out the CRM practices that are applied at different hotels in Wa. 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 (Nuoyong Empire hotel, Delagio hotel and Sem-B Lodge) 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.

5.2 Conclusion

 The study sought to find the customer relationship management practices that were practiced in the understudied hotels and to assess its efficiency on the performance of the hotels and the extent to which these customer relationship management practices are able to influence repeated visits at the various hotels. 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.

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The study employed a qualitative research to assess the customer relationship management practices of the selected hotels in Wa Municipality with this, the semi-structured interview was adopted to collected primary data and many articles, books etc were consulted for secondary information.

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. 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.

5.3 Recommendation(s)

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

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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.

5.4 Implications 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 WA)

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   ☐
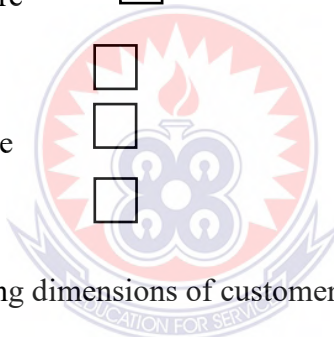
10. Which of the following dimensions of customer relationship practice is done here? **Tick more than one where (√) appropriate.**   ☐

     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=				
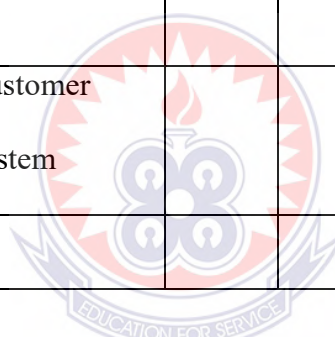
21. Which of the following customer relationship management organizational

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 practices 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

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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

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

            …………………………………………………………………………...

            ....

            Which specific technology based customer relationship management

            practice has been adopted for the last three years? Please specify

            ………………………………………

    ……………………………………………………………………………………

    ……..

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

    tool or system adopted for the last three years.

…………………………………………………………………………………

…………………………………………………………………………………

……………………………………………………………………………….

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

27. If **yes** please specify ……………………………………………………………

…………………………………………………………………………………

…………………………………………………………………………………

28. 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>

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

…………………………………………………………………………………

…………………………………………………………………………………

…………………………………………………………………………………

30. 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							

31. 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							

32. 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							

33. 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!!