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**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF DEVELOPMENT STUDIES**

**Centre for Environment and Development-Tourism Development
and Management Program**

**Customer Relationship Management in Five Star Hotels: The Case
of some Selected Five Star Hotels in Addis Ababa.**

**A Thesis Submitted in Partial Fulfillment of the Requirements for the Award
of Master of Arts Degree in Tourism Development and Management**

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ABSTRACT

This research was undertaken to assess the practices of Customer Relationship Management in Five Star Hotels in the case of some selected Five Star Hotels in Addis Ababa. In order hotels to survive in an increasing competition, they need to implement Customer Relationship Management. The research finding indicated that hotels understudy did not yet fully implement Customer Relationship Management. As a result of this they have faced challenges and could not resist stiff competition. The awareness of employees on Customer Relationship Management was found to be minimal. Tourists/customers data were not gathered and compiled properly. Trainings were not conducted in a planned manner. The historical development of Customer Relationship Management showed that Customer Relationship Management developed together with the development of Industries and businesses. Through the process of this development change was an important factor to be considered. Customer Relationship Management started in the early 1970s and became popular in 1990s. The specific objective of this study was to know the practices of Customer Relationship Management in five star rated hotels in Addis Ababa and to identify challenges facing these hotels. The data was collected from both the employees including managers and the guests/tourists who minimally stay in the rooms of the hotels and concerned stake-holders. In order to gather the relevant data, three hundred and forty eight sample questionnaires and nine unstructured interviews were administered. All these data were accepted and used as a valid. Gathered data were classified, analyzed, and interpreted. The descriptive analysis adopted for both Quantitative and Qualitative analysis and thematic analysis and narrative conducted for qualitative data. After analysis, data were formulated in table, frequency and charts style. Findings illustrated that most of the hotels were trying to practice Customer Relationship Management. But many of them faced challenges in effectively implementing all the known Customer Relationship Management practices. This problem occurred because of lack of implementing customer relationship management strategies and lack of knowledge on Customer Relationship Management. The researcher concluded that Customer Relationship Management practice is an important component because of incremental impact it has to the market share. The researcher has recommended that the managers of the hotels understudy should able to conduct sustainable training program for employees and top management members to develop awareness about Customer Relationship Management. And managers of the hotels have to strive for the full implementation of Customer Relationship Management. Because, it has been tested by many researchers that Customer Relationship management changes the overall performance of the hotels.

Key Words: CRM, Hotel, Hospitality Industry, ICT, CEM

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LIST OF ACRONYMS

AU	African Union
CEM	Customer Experience Management
CRM	Customer Relationship Management
CTTI	Catering and Tourism Trading Institute
ECA	Economic Commission for Africa
HI	Hospitality Industry
ICT	Information Communication Technology
IES	Institute of Ethiopian Studies
MoCT	Ministry of Culture and Tourism
SPSS	Statistical Package for Social Sciences
UNWTO	United Nations World Tourism Organizations
VSB	Variety Seeking Behavior

CHAPTER ONE: INTRODUCTION

This introduction provides an overall overview of the entire study. It includes background of the study; objectives of the research, problem of statement, scope and significance of the study are parts to be covered.

1.1 Background of the Study

According to Rahimi, Hospitality Industry is defined as “one of the segments within the tourism industry in which the process of customer retention is coming to be a strict mentality” (Rahimi, 2007). Kasavana and Brooks explained it in this way. “The hospitality Industry is part of a larger enterprise known as the travel and Tourism Industry. The travel and tourism Industry is a vast group of businesses with one goal in common: providing necessary or desired products and services to travellers “. (Kasavana and Brooks 1995). Within the field of hospitality, hotels are very significant in offering services and play a sufficient role in expanding the tourism industry and in improving and developing economic circumstances” (Sotoudeh, 2006). “These days the hotel sector is experiencing a rise in globalization, competition, and higher level of customer turnover. Furthermore, increasing customer acquisition costs and growing customer expectations are making the hotels' performance and competitiveness depend considerably on their ability to satisfy customers efficiently and effectively” (Adam et al., 2010).

Addis Ababa has got variety of hotels with attractive facilities and amenities. The number of hotels in Addis Ababa is increasing from time to time. The hotels range from five star International chains to one star hotels. Addis Ababa is well known for its lovely Meskel festivities and other attractions like: Addis Ababa Museum, Africa Hall, Selassie (Trinity), Cathedral, Beata Mariam church, IES, Ethnographic Museum, National Museum of Ethiopia, St. George's Cathedral , the city's main commercial hub Merkato, and Oromia cultural centre are major ones. Addis Ababa is also a seat of International Embassies, ECA (economic commission for Africa) and AU (African Union).

The Ministry of Culture and Tourism has stated its aspirations to make Ethiopia a top five tourist destinations in Africa by 2020. In a very competitive industry like hotels; it is indispensable to strive for a steady improvement and a sustainable competitive advantage. This only can be

achieved if hotels are able to understand, meet, and exceed the rapidly developing demands of their employees and customers. Therefore, practicing CRM is mandatory.

Today we are under the age of which customers need their stay more exciting. First, it was difficult and sometimes expensive to consistently update and keep track a large volume of customer data accurately. “Currently, due to the existence of firms which offer cheap CRM systems, which made CRM programs uncomplicated (Anuj et al, 2010)”. “CRM has recently become one of the most controversial issues and a focal-point in the business field (Balaram and Adhikari, 2010) “. Hotels in order to have loyal customers they have to make sustainable relationship with them. In this regard, “CRM strategy is of great benefit to the organizations, adopting it, as such organizations can reap the benefit of increasing sales through better market segmentation, customized products and services, obtaining higher quality products, gaining access to information and employee satisfaction, and above all, ensuring long-lasting customer-retention and loyalty” (Alomtai, 2009; Ozgener and Iraz, 2006; Stockdale, 2007; Verma and Chandhuri, 2009). Darrel (2010) confirmed that Customer relationship management (CRM) has become one of the emerging tools essential for organizational success and from the year 2006 to 2010, it was rated the second best effective management tool after strategic planning.

Due to increased competition, CRM has become even more relevant. This fact has been confirmed by Eid and Vallabh as follows “In today's competitive world, CRM is one of the most important strategies to achieve competitive advantage (Eid and ElGohary, 2014; Vallabh et al., 2015). Loyalty and profitability has increased as a result of implementation of CRM. Min and Hockey (2002) also credits CRM for the increase in Customer loyalty and profitability in the hotel industry.

Moreover, recent studies on the CRM selectively focus on some service sectors, such as Banking (e.g. Akroush et al., 2011; Becker, Greve, and Albers 2009; Eid, 2007; Hussain et al., 2009; Krasnikov et al., 2009; Sin, Tse and Yim 2005), Telecommunication (e.g. Almotairi, 2009; Beldiet al., 2010), Healthcare (e.g. Bunthuwun et al., 2011; Hung et al., 2010), and Contact center (Abdullatif et al., 2010). There is still a marked lack of research on CRM. A study by Vallabh et al., 2015 set to establish the readiness of small enterprises in the hotel industry to successfully establish CRM. And, although many organizations establish CRM, many find its

application difficult (Nguyen et al., 2012). CRM in the hospitality industry (Luck and Stephenson, 2009; Wu and Lu, 2012). As a result of this difficulty, it is therefore necessary to find out the levels of adoption of CRM by hotels in Ethiopia in general and in Addis Ababa in particular. Particular emphasis was given to Five Star rated hotels in Addis Ababa. Even though, the significance of CRM in today's organizational competitiveness is not denied, but its level of practice and its possible results on performance in the hotel Industry in Ethiopia is unknown.

According to data from world tourism organization, in the year 2010, 1.3 billion travellers traveled all over the world. When compared with global average of 7%, International tourist arrivals to Africa increased by 8.6%. The tide is turning for Ethiopia's tourism Industry. Ministry of Culture and Tourism has long term plan to triple the number of foreign visitors to be more than 2.5 million by 2020. And to achieve its goals by making Ethiopia as one of Africa's top five tourist destinations in the year 2020. As indicated on table 1 below, tourism receipts of Ethiopia increased from 639 million US dollars in 2006 to 2,503 million US dollars in 2017 growing at an average annual rate of 17%.

Table 1. Tourism Receipts for Ethiopia.

Table:1 DATE	VALUE IN USD(in 2017)	CHANGE
2017	2,503,000,000	17.07 %
2016	2,138,000,000	-6.19 %
2015	2,279,000,000	8.16 %
2014	2,107,000,000	-5.77 %
2013	2,236,000,000	12.93 %
2012	1,980,000,000	-0.90 %
2011	1,998,000,000	39.33 %
2010	1,434,000,000	28.15 %
2009	1,119,000,000	-5.49 %
2008	1,184,000,000	49.87 %
2007	790,000,000	23.63 %
2006	639,000,000	

Source: UNWTO (United Nations World Tourism Organization)

The development of hotels in Ethiopia goes with the development of tourism in the country. Up to 1983 E.C, there were only few government owned local hotels with only Addis Ababa Hilton international hotel. Immediately after 1984 EC, local and international hotels started flourishing.

Within twenty years the number of hotels constructed and started operation in the country grew in number. For example; Ministry of Culture and Tourism has accredited about 75 one to five star hotels found in Addis Ababa of which the selected five star hotels understudy are few of them. This number does not include many hotels constructed and started working but not yet accredited. Since the number of international travellers to Ethiopia has kept on increasing from time to time the need of accommodation, food, beverages and other related services are mandatory. Quality assurance of the services to tourist/customers through the implementation of CRM is again mandatory. That is why the researcher was interested to make a research on Customer relationship management in hospitality Industry, especially on selected five star hotels in Addis Ababa.

1.2 Statement of the Problem

Many researchers have confirmed that there is still lack of research on CRM in hospitality Industry. And they have put the result of their research as follows. “CRM is identified as an important practice for the hotel sector” (Lo et al., 2010). “The hotel sector is evident from the growing amount of literature, there appears to be potential for further research” (Wu& Lu, 2012). “It has been noticed that there is still a marked lack of research on CRM in the Hospitality industry” (Wu and Lu, 2012).Vogt (2011) conveys that “despite the ever-increasing use of CRM in the tourism sector, studies investigating its variety of applications in this industry are still limited”.

Vogt says, “Although there is ever-increasing use of CRM in the tourism sector, there are still limited research investigating its variety of applications in such significant industry” (Vogt, 2011). It is clear that many researches confirmed the importance of conducting studies on CRM strategies and practices in the hotel sector. Evidence suggests that research investigating CRM practices experienced by the customer, which is referred to as customer-facing CRM, has been given limited attention. Scholars (e.g., Mohmmmed, & Rashed, 2012; Ammari, & Nusair, 2014) also explored CRM to be the best business strategy for hotel companies to differentiate themselves from their competitors. From all the studies made it is possible to know that CRM is an important marketing activity or function which can solve the challenges faced by hotels. Therefore, the significance of CRM in relation to hotels in Ethiopia and in Addis Ababa has to be

researched. However the adoption of customer relationship management by selected five star hotels was not yet fully realized and the benefits were not fully achieved. The problem with these hotels was the absence of laid down guidelines, implementation and practices. Each five star hotel understudy viewed and practiced CRM differently. Yet there is no doubt that an effective and efficient practice of customer relationship management is crucial in success of those hotels. Hotels struggle to adapt models to their business contexts. CRM is not novel concept, the careful application of CRM philosophies, perspectives, and processes have not yet to be fully implemented within hospitality context as strategic hotel challenges escalate. It is essential for hospitality professional to embrace CRM techniques to heighten the probabilities of increasing customer and retain them.

As a summary, this study has identified several gaps in the existing body of knowledge. Firstly, despite the extensive scholarly interest in CRM, the research on CRM in the hotel context remained scant. Secondly, other than loyalty programs, many important customer facing CRM practices were not used to measure the effectiveness of CRM in generating loyalty.

Thirdly, even though many studies have investigated the factors affecting switching, no study so far looked at customer inclination in entering into long-term relationships with hotels, and the impact of Variety Seeking behavior (VSB) on customer switching.

Fourthly, the perspectives of buyers have been neglected by researches on marketing largely, and has focused mainly on the sellers' perspective (Shirazi & Som, 2011; Wu & Li, 2011).

Fifthly, since the literature on CRM and VSB has been discussed dichotomously, the opportunities to obtain a comprehensive view on the effectiveness of CRM in the hotel sector may have been neglected. Therefore, the researcher will like to assess the status and ways CRM has been put into practice by the hotels in Ethiopia by taking five star hotels in Addis Ababa. Effect of CRM strategies and practices in influencing customer loyalty and retention was identified by the research paper. Thus, the main question of this research was this: what are the customer relationship management practices in the selected five star rated hotels in Addis Ababa?

1.3 Objectives of the Study

1.3.1 General Objective

General objective of the study was to assess Customer Relationship Management in Five Star Hotels in the case of some selected Five Star Hotels in Addis Ababa.

1.3.2 Specific Objectives

1. To assess practices of Customer Relationship Management.
2. To determine strategies used by hotels in the implementation of CRM.
3. To identify challenges faced by tourism Industry in ensuring Customer Relationship Management.
4. To assess the benefits obtained by implementing Customer Relationship Management.

1.4 Significance of the Study-

To the Body of Knowledge: The significance of the study is explained in three ways. Firstly, it highlights the scant attention given to the key areas of concern of the study of CRM. Secondly, it shows the significance of the research context of hotels. Thirdly, it elaborates the contribution of the study to both the body of knowledge, and the practitioners. While the requirement adopts both qualitative and quantitative methods accentuated to adopt mixed methods, the remaining scant focus on contribution to knowledge in the area of this study through mixed methods makes this research more significant. Signifying the importance of the accommodation sector, Page (2007) stated that among the many expenditures related to travel, undoubtedly the highest expenditures of a tourist is allocated to accommodation. Therefore, research on leisure travel combined with an investigation related to accommodation is considered a significant contribution to the body of knowledge.

This study contributes to the theory of CRM by extending it to the hotel context. It investigates whether CRM takes place in the hotel context, and identifies unique factors contributing to CRM of tourists. This study was also involved in a detailed investigation of customer-facing CRM and its effectiveness. Moreover, this study provides understanding of the CRM practices adopted by the hotel industry at the customer-facing stage in the context of seeking different degrees of

variety. It also investigates the influence of CRM practices in influencing variety seeking behavior (VSB) of tourists, and the influence of VSB on the effectiveness of CRM to generate loyalty.

The methodological rigor of this study could also be considered as a significant contributory factor to the development of knowledge. The proposed study adopts a sequential mixed method design. By adopting both qualitative and quantitative approaches it expects to generate a comprehensive view of the problem under investigation. Covering both the depth and the breadth of the research problem on the one hand, facilitates the exploration of the concepts in detail whereas on the other hand it generalizes the findings to a larger population. Further, contributing to the methodological rigor, this study develops and validates a scale for measuring CRM in the hotel context which could be further used by researchers and practitioners in the hotel industry. The practical contribution of this study is focused mainly on the hotel managers. Based on the findings, management could gain a perspective on the most effective customer facing CRM practices for tourists that seek different degrees of variety.

To summarize; the information gained from study assists as guideline to all owners of tourist hotels in Ethiopia and members of the general public by enabling them to be aware of CRM strategies used by hotels in Addis Ababa, the impact of those CRM strategies and practices on performance of tourist hotels and the challenges they face in implementing those strategies. The findings of this research study also be used by the Ministry of Culture and Tourism and other stakeholders of the tourism industry (e.g. Ethiopian Tourism Council and Tourism Board, Tourism organization, Addis Ababa Culture and Tourism Bureau, and regional tourism bureaus). To come up with strategies that will enhance of the capacity of tourist hotels to compete at both, local and international level through utilization of CRM strategies.

CRM helps the management of hotels under study, to identify any performance gaps in their customer management efforts and hence take corrective actions. To professional extension of existing knowledge on CRM practices: The study also suggests areas for further studies. And give general and specific recommendations that may help the hotels to improve their customer management the research finding helps the policy makers, government, and management of the hotels. It serves as empirical information to the hotel management for policy formation. This

information is relevant to them because it is expected that effective CRM in hotel industry will have positive effect to come up with strategies that enhance the capacity of five star hotels in Addis Ababa to compete at both, local and international level through utilization of CRM strategies which will help for the development of tourism in Addis Ababa in particular and in Ethiopia in general. Generally, this Theses will contribute for development of CRM in selected five star hotels in Addis Ababa as well as in other hotels in the country (Ethiopia).

As a result, the management and employees of hotels understudy will able to know their strength and weaknesses with the implementation of CRM.

1.5 Scope of the Study

The scope of the present study was confined to the geographical limit of the city of Addis Ababa. This research was related to hotel Industry. It included selected five star rated hotels only. And other star hotels were not in the purview of this research. The study was confined with the customers from five star hotels only. The scope of the present study was confined to only one P in marketing mix i.e. people. This study was related to services provided by people to customers. There are a lot of factors which affect the activity of hotels but the theoretical framework of this study was delimited only on the customer relationship management activities of hotels and its output on satisfaction, loyalty, and retention. So, other aspects related to the influence of CRM on revenue or profitability of the hotels were not included under this study.

1.6. Limitations of the Study

Even though the research has shown interesting result in terms of CRM initiatives, their critical success factors, difficulties and obstacles, some limitations did emerge. The most significant limitation arose from the differing sizes of the cases studied. This was because of the problems faced from the research, while trying to gain access to the organizations chosen, in different hotel. This research was dependent upon the qualitative data given to the researcher from the interviewees, and hence, the analysis and results were dependent on the data obtained and the secondary research. Furthermore, the data collected was limited to the time frame given to complete this research.

Another limitation was that assessing the current research is that the model did not include any measurement matrices or measurement tools.

This was the researcher's decision after conducted the first pilot study and the people interviewed made it clear that they did not have intention to supply information about the measurement tools they have for evaluating their CRM strategies. They considered this kind of information to be confidential and hence not to be shared.

1.7 The Structure of the Thesis

This research has five chapters. The first chapter is introduction, the second chapter literature review, the third chapter methodology, the fourth chapter data analysis and interpretation; and the last one, chapter five is findings, conclusion and recommendation

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

Under this chapter definition of key terms and literatures by various researchers, scholars, and authors, has been reviewed. Under this chapter, literature in relation to research objectives on CRM practices in the hotel Industry worldwide has been reviewed.

2.2 Ranking of Hotels

In the United Kingdom, the following criteria must be fulfilled to carry the title of a 1,2,3,4, and 5 star hotels.

A single star hotel is a hotel that offers only the essentials while still meeting reasonable hygiene and security standards. One star hotel offers the bare essentials such as a bed and clean sheets, a fully functioning bathroom (occasionally shared), self-service meals / vending machines. Other facilities of the hotel are generally accessible at the guest's expense. It therefore is suitable for budget travellers, looking for basic accommodation and service.

A 2 star hotel is a hotel that provides the bare essentials with some comfort quality. Standard (**)
At a 2 star hotel, in addition to the comfort and hygiene essentials, the amenities for the guest are of a significantly higher quality and appeal than to that of a 1 star hotel. The hotel may be more decorated and the quality of the bed sheets and amenities may also be better. It therefore is suitable for economy travellers, looking for a conveniently located hotel with slightly more than only the basic amenities and service standards.

A 3 star hotel is a hotel that provides average amenities, higher quality service, physical attributes and design. Ranking: comfort (***)
Three star hotels aim towards meeting guest expectations and providing pleasant stay. These hotels are often located near major express-ways, airports, business areas, convenient for shopping trips etc. They thereby provide their short term guests with a brief, efficient but comfortable stay.

A 4 star hotel is a hotel that provides above average, deluxe service and experience for the guest. First class (****)
A 4 star hotel has a larger range of facilities available and the design is high quality. All service standards are aimed towards pleasing the guest. These hotels are usually

located near city centers and are equipped with dining areas, exclusive facilities such as in-house gyms and swimming pools.

A 5 star hotel is a hotel that provides a luxury service through all its means of operation. Luxury (*****) A 5 star hotel is geared towards catering to guests at the highest level. Therefore everything from the exterior of the hotel down to the tableware should display excellent quality and high attention to detail. The service staff is meant to be highly trained and the attention should be focused on providing the guest with the best experience possible. Exceptional levels of proactive service and customer care are essential.

2.3 Review of Theoretical Literature

2.3.1 An Overview of Customer Relationship Management (CRM)

There are several ways in which CRM can be described. That is because practically speaking, CRM means different things to different organizations. In order to best address CRM from a holistic viewpoint, the following definition by Thompson is likely to be the most appropriate for the purpose of the study. It has been defined as “Customer relationship management (CRM) is a business strategy to select and manage valuable customer relationships requires a customer centric business philosophy and culture to support effective marketing, sales and service processes. CRM applications can enable effective customer relationship management, provided that an enterprise has the right leadership, strategy and culture,” (Thompson, 2001, Crmguru, com).

Customer Relationship Management (CRM) is currently under active consideration by organizations across the globe, parading itself in the open market in the disguise of new technology and software applications. Building sustainable and successful relationships with a large customer base is not easy to accomplish and has a direct impact on many core operational processes. It is not purely a technical issue. It is not only about software implementation. And it is not just about sales. It is about the interactions of the entire business with customers.

CRM is about creating a competitive advantage by being the best understanding, communicating, delivering service and developing existing customer relationships in addition to creating and keeping new customers.

The perception of the value and need of “ relationship marketing “as well as its importance in “Business” have repeatedly been identified in applied It research literature during the past decade (Bagozzi; 1995; Cannon et al.,1999; Dwyer et al., 1987; Peterson, 1995; Sheth et al ., 1995).

The building of long term relationship with customers provides multiple benefits to businesses are also an established fact (Dwyer et al., 1987).

Similarly the retaining of existing customers is rightly considered to be more profitable than the acquiring of new ones. Also, rapid advances in technology have helped immensely in the managing, serving and retaining of customers better and with greater ease. In this current environment of better “customer relationship management (CRM) is a healthy and promising newcomer which has appeared on the business radar.” (Greenberg, 2002).

CRM is an approach to the better, faster and more effective organizing of any business interactions with their customers based on a customer-centric foundation. It is an entire discipline, not a single activity or project. CRM allows businesses to execute relationship marketing at an enterprise-wide level (Winer, 2001).

The building of sustainable successful relationships with a large customer base with CRM is not an easy task because CRM has a direct impact on many core business operations, especially on the processes therein. The issue here is not exclusively a technical one. It is not only about software implementation. And it is not about sales either. It is more about the resulting interaction of entire business processes with customers. CRM is about creating a competitive advantage by being the best at understanding, communicating, delivering service and developing existing customer relationships in addition to the creating and keeping of new customers.

According to a Gartner study, up to 80 % of organizations do not understand how customer relationship management (CRM) creates value in their customer, base (Kirkby, 2002) because of this lack of understanding, organizations have failed to develop good CRM strategies for their maximum benefit. This high rate of CRM failure has provoked experts and researchers to dig into the causes of this problem. According to Caulfield (2001), CRM initiatives usually involve a number of departments wherein poor and insufficient understanding among the management

and employees of the organization of the CRM initiative become reasons for failure. Data quality issues contribute to 55-70% failure rate for CRM initiatives (Dubois, 2002).

To gain better insights into CRM initiatives, CRM should be viewed as multidisciplinary concept. CRM is not only about marketing and/or its technology; CRM is an overall and embracing business strategy for converting businesses into truly customer-centric organizations. Customer Relationship Management (CRM) is rapidly becoming an integral part of many organizations. The information was organized in this chapter so as to concentrate on reviewing the CRM concept from the viewpoint of leading experts and previous research work in this area. Customer relationship management (CRM) according to Ahmad and Jawabreh, “CRM is a process of managing customer relations in an organized way with the core aim of ensuring that each individual customer always have a positive moment of truth” (Ahmad and Jawabreh, 2012). “CRM is an attitude and mind-set which involves the value that one places on a business and its relationship with customers” (Roberts-Phelps, 2001). It enables businesses to understand their customer groups and to respond quickly and at times, instantly to shifting customer desires (Darrel, 2010). As Armstrong and Kotler (2013) define CRM, as the sum process of establishing and sustaining profitable customer relationships through superior delivery of customer value and satisfaction. CRM refers to technologies, strategies, and practices used by firms to analyze and manage customer data and interactions throughout customer lifecycle (Kanchan & and Sharma, 2015).

Srivastara and Shervani said that the idea of CRM is the identification of potential buyers, understanding them closely and personally, and the creation of positive long-term perceptions of the firm and its product/service offerings so that the potential buyers will choose them (Srivastara, Shervani, & Fahey, 1999). According to Payne & Frow (2005), Customer Relationship management is a strategy of integrated cross-functional processes, assisted by technology, influencing knowledge to improve long-term sustainable relationships with customers and shareholders. Parvatiyar and Sheth further confirmed that CRM is a marketing approach that works through relationships, networks, and interaction (Parvatiyar and Sheth, 2000) and is often supported by information technology (IT) that allows for increased interactivity between a firm and its customers. Going beyond the importance of attracting customers, CRM emphasizes the role of retaining customers (Zikmund McLeod, & Gilbert,

2003). According to Boone and Kurtz CRM also focuses on strategies and tools that reorient the totality of a business organization to concentrate on customer satisfaction (Boone and Kurtz, 2011). When building customer experience, company should create unique culture that is supporting customer centricity. This culture honesty and transparency should be supported by well-defined processes and technologies.

2.4 Customer Relationship Management in Hotel Industry

According to Chon and Sparrowe (2008), Tourism is expanded to a very large extent claiming that it has become a huge provider for jobs. Hospitality Industry is a part of Tourism Industry. The term Hospitality Industry usually makes people think about restaurants and hotels which are some of the places for entertainment of visitors or guests. According to Powers and Barrows (1999), the term hospitality not only includes hotels and restaurants it also refers to the institutes that provide food and shelter to the people. Hotel Industry as a part of Hospitality Industry is a large diverse industry. It covers all the enterprises ranging from small to large firms that give an efficient contribution to national and international economy. Hotel Industry is at times very complex because of several reasons which are listed as follows: Firstly, the industry may be very complex as there are a number of categories in an industry which are very large.

According to Jones (2007), these categories can be hotel location like rural side or seaside, hotel quality like luxury, midrange or first class, hotel style like resort hotel or traditional hotel.

2.5 Theoretical Literature Review

2.5.1 Meaning of Customer Relationship Management (CRM)

Customer relationship management (CRM) is a process of managing customer relations in an organized way with the core aim of ensuring that each individual customer always have a positive moment of truth (Ahmad and Jawabreh, 2012).

CRM is an attitude and mind-set which involves the value that one places on a business and its relationship with customers (Roberts-Phelps, 2001). It enables businesses to understand their customer groups and to respond quickly and at times, instantly to shifting customer desires (Darrel, 2010). As Armstrong and Kotler (2013) define CRM, as the sum process of establishing and sustaining profitable customer relationships through superior delivery of customer value and

satisfaction. CRM refers to technologies, strategies, and practices used by firms to analyze and manage customer data and interactions throughout customer lifecycle (Kanchan & and Sharma, 2015).

The idea of CRM is the identification of potential buyers, understanding them closely and personally, and the creation of positive long-term perceptions of the firm and its product/service offerings so that the potential buyers will choose them (Srivastara, Shervani, & Fahey, 1999). According to Payne & Frow (2005), Customer Relationship management is a strategy of integrated cross-functional processes, assisted by technology, influencing knowledge to improve long-term sustainable relationships with customers and shareholders. CRM is a marketing approach that works through relationships, networks, and interactions (Parvatiyar and Sheth, 2000) and is often supported by information technology (IT) that allows for increased interactivity between a firm and its customers.

Going beyond the importance of attracting customers, CRM emphasizes the role of retaining customers (Zikmund McLeod, & Gilbert, 2003). It also focuses on strategies and tools that reorient the totality of a business organization to concentrate on customer satisfaction (Boone and Kurtz, 2011). When building customer experience, company should create unique culture that is supporting customer centricity.

This culture honesty and transparency should be supported by well-defined processes and technologies. Customer is not external element of the interaction (Kalamarova et al., 2014; Dzian, 2014). It should be internal (i.e. insider) and important part of the company. Customer becomes a member of the company; we can say that we need customer who is identified with the company as well as employees.

This can be done when a company has unique, strong corporate identity based on corporate culture and company's values. Company values should be internalized by employees and also by customers. In this case, employees and customers shared the same values. This sharing of company values among company stakeholders is: unique, intangible, valuable, rare and also it is costly to imitate by our competitors. If the company is well organized then it can capture the value of such a resource and the company can create sustained competitive advantage (Kaputa and Supin, 2010; Loucanova et al., 2014; Drlickova et al., 1999; Kaputa et al., 2013).

2.5.2 The Concept of CRM

According to UTMS Journal of Economics (2015), “the concept of CRM originated in developed economies, primarily in organizations whose priority is to retain existing customer base as an important business segment especially in competitive environment. CRM is a philosophy, process, concept of development and management of customer relationships. With implemented CRM concept hotels are able to identify and anticipate customer`s needs and desires. Rapid changes in technology and changes in customer's everyday life have enabled successful implementation of CRM concepts and new forms of communication”.

“CRM concept is based on a marketing strategy which integrates internal processes, functions and external networks in order to create value to customers, in order to achieve profit” (Buttle 2009,). CRM has been defined by many authors in recent decades, yet there has been a great divergence in formulating a unified definition for CRM. This divergence can be due to the differences in the scientific background of these authors. Stone & Findlay (2001) defined CRM as “the organization carrying out a lot of information about the customer from various resources and keeping it in order to divide the territories, analyze and reuse. This definition limited CRM to only collecting and recording information about the customer”. Later, Forss & Stone (2001) defined CRM as the company use of its skills in research methodologies, technology and e-commerce in order to manage customer relationships. This definition considers CRM as the ability to use technology in dealing with customers. Parvatiyar & Sheth (2002) came out with a broader definition to CRM, they viewed CRM as a broad strategy that includes the process of acquiring certain customers, keeping them and cooperating with them to create a distinguished value for both the company and the customer. This definition regards CRM as a strategy aiming to deliver distinguished value to the customer through improving the marketing productivity. Payne & Frow (2005) demonstrated that there are various perspectives related to the concept of CRM. Whiles some points of view regard CRM as correspondence in direct mail, a diagram for customer loyalty programs or databases, others regarded it as an assistant office work or a call center. Still, some considered it as just data storage, search and processing.

In the light of the above, and in an attempt to summarize the different definitions of CRM, the researcher focuses on the definition that states that CRM implementations usually involve the

four dimensions: (1) focusing on customer-oriented strategies (Srivastava, Shervani, and Fahey 1999; Vandermerwe 2004), (2) managing knowledge (Stefanou, Sarmaniotis, and Stafyla 2003), (3) organizing around CRM (Homburg, Workman, and Jensen 2000; Langerak and Verhoef 2003), and (4) incorporating CRM based technology (Bhaskar 2004; Chen and Ching 2004).

2.5.3 Customer Relationship Management Dimensions

“CRM dimensions have not been widely researched by many scholars and it is considered a new scholarly area with only a few studies in the hotel sector and call centres” (Abdullateef et al., 2010).

The range of information on this concept is therefore quite limited.” CRM consists of four broad behavioral dimensions. Key customer orientation, CRM organization, knowledge management and technology-based” CRM (Sin et al., 2006). ‘In this regard, investigation of Abdullateef et al., (2010) on the impact of CRM dimensions on call-centers in Malaysia identified customer-orientation as one of the most important dimensions of CRM). Furthermore, several researches highlight the important effects of conducting studies on CRM dimensions in the hotel sector (e.g. Mohammed, 2011). The CRM dimensions are discussed next”.

2.5.3.1 Customer Orientation

Why customer orientation so important? Because, firstly, we have to create satisfaction which lasts longer with customers. Secondly, as a result of satisfaction, customer-loyalty can be created. Customer orientation can also serve as an important factor for implementation of CRM. And again customer orientation has a role of enhancing the performance of hotels. The following researchers ascertained what has been said by the researcher of this study further. Sigala (2004) “found out that customer orientation was a crucial factor in the successful Implementation of CRM”. Moreover, “current researches have revealed that service firms, likehotels, require a better understanding of customer orientation since it enhances their performance” (Sin et al., 2006). Customer orientation can be achieved through a positive relationship between customer and service provider. Research asserts that “customer orientation leads to increased organizational performance” (Hermans, 2009). This could be because” it helps the organization to understand customers,” (Sigala 2004). And as indicated by Mohammed (2012), “there is a relationship between customer orientation and marketing planning capabilities”.

2.5.3.2 Customer Relationship Management Organization

If we want to make our employees more productive and love their organizations, their working environment should be conducive and should be free of any discomfort and harassment. We have to make sure that employees developed sense of belongingness. Since the hotel industry is labor intensive, Concern for people should be as high as possible. Without the involvement of people, implementation of CRM is unthinkable. To support this idea Hamid, Sin, and Sigala raised the following issues. “In order to ensure that service employees always maintain customer-oriented behaviors, organizations have to develop an appropriate working environment. This includes providing staff with modern tools and technology, customer-satisfaction tracking and complaints management systems, inspirational leadership, and appropriate rewards systems” (Hamid et al., 2011). “CRM cannot be successful even if the organizations enjoy the most advanced technology and adapt a customer-oriented approach, unless the project completely integrates employees” (Sin et al., 2006). In addition,” CRM success also requires an effective service concept as well as suitable operational procedures. All the organization's resources have to be harnessed in order to implement CRM successfully and in turn, improve organizational performance” (Hamid et al., 2011). “CRM organization within the firm may influence future marketing decisions, such as brand differentiation, price, communication, and distribution. In this regard, it has also been reported that many hotel chains cleverly add flexibly quote their room prices according to the customer data that were collected previously” (Sigala, 2004).

2.5.3.3 Knowledge Management

Knowledge about tourists/customers of the hotels helps management and employees to improve performance. So, hotel managers are expected to manage knowledge effectively, so that they can build Better customer relations. This relation in turn assures quality of service, loyalty, and retention. Scholars ascertained this fact as follows. “Information about customers can be gathered through interactions with them or from different touch points within the organization itself” (Sigala, 2004).

“Managing knowledge effectively can help an organization to successfully build better customer relations that can result in a positive impact on organizational performance” (Abdullatif et al., 2010; and; Fan, 2011). Hence, Abdullatif et al., (2010), “recommend investigating the impact of knowledge management dimension on hotel industry in future research. This is highly recommended given that there is limited research that explains the role of knowledge management in the hospitality context” (Biggam, 2008).

Fan (2011) “indicates that customer knowledge management is firmly associated with marketing capabilities, and it greatly enables organizations to take strategic decisions to improve performance. For knowledge management to be successful in the hospitality industry, hotels must display a behavior that reflects customer interaction as a learning culture and also create opportunity to accumulate new information regarding its guests.

2.5.3.4 Technology Based Customer Relationship Management

In order for hotels to be successful with implementation of CRM, use of technology is mandatory. As Dedrick said, “technology is used to automate procedures, provide better information and to transform entire business processes”. (Dedrick et al., 2003). Other researchers stated on the significance of Technology as follows. According to Mohammed (2012) “CRM strategy will end in failure if the information technology is not used properly. “The suitable use of technology in marketing in the hotel industry is important to get the right information from the right people at the right time, so that the right decisions regarding services can be made” (Biggam, 2008).

In line with this view, Hermans (2009) found out that “CRM technology dimension is firmly related to hotel Performance. This is because new technologies are considered the core drivers for change (Sigala, 2004). And a number of these studies have revealed that “many customer centric strategies cannot achieve their goals without the help of information technology” (Abdullateef et al., 2010; Sigala, 2005; Sin et al., 2006).

Consequently, “CRM based technology enables organizations to plan and implement successful marketing actions for retaining customers and making the organizations more profitable” (Roberts et al., 2005). As indicated by Biggam, (2008), “CRM technology improves marketing

capabilities by providing valuable information about customers, which in turn help both managers and employees to achieve specific marketing goals much more effectively”.

2.5.4 Importance of Customer Relationship Management for hotel Performance

The importance of customer relationship management has something to do with creation of quality service, satisfaction, loyalty, and retention. Above all it builds the image of the institution (hotels). Since tourists/customers are sources of revenue of the hotels, all management team of the hotels understudy should strive in the implementation of CRM. Immediately after the implementation of CRM productivity can increase, market share will rise, and profitability will be high.

According to Jason Kulpa (2015), “Customer Relationship management is the strongest and the most efficient approach in maintaining and creating relationships with customers. Customer relationship management is not only pure business but also ideate strong personal bonding within people. Development of this type of bonding drives the business to new levels of success. Once this personal and emotional linkage is built, it is very easy for any organization to identify the actual needs of customer and help them to serve them in a better way. It is a belief that more the sophisticated strategies involved in implementing the customer relationship management, the more strong and fruitful is the business. Most of the organizations have dedicated world class tools for maintaining CRM systems into their workplace. Some of the efficient tools used in most of the renowned organization are Batch Book, Sales force, Buzz stream, Sugar CRM. At its core, customer relationship management (CRM) is all of the activities, strategies and technologies that companies use to manage their interactions with their current and potential customers.

A saying frequently heard and said in many businesses is "customer is king." CRM helps businesses build a relationship with their customers that in turn create loyalty and customer retention. Since customer loyalty and revenue are both qualities that affect a company's revenue, CRM is a management strategy that results in increased profits for a business. At its core, a CRM tool creates a simple user interface for a collection of data that helps businesses recognize and communicate with customers in a scalable way. At its core, customer relationship management is simple.

However, it can be implemented in a huge array of methods: websites, social media, telephone calls, chat, mail, email and various marketing materials can all be integrated into a CRM solution. Due to CRM's diversity, it doesn't only benefit larger businesses -- using and maintaining a CRM tool is the basis for a scalable sales and marketing system. Any company will benefit from maintaining a record of which conversations, purchases and marketing material can be associated with leads and customers”.

2.5.5 Types of Customer Relationship Management

2.5.5.1 Operational. Hotels need to know their sales history. Past data of customers will help the management of the hotels to check on their strength and weaknesses and decide what to do in the future. They plan and forecast for their future business.

“Operational CRM usually has to do with one of the three types of operations: marketing, sales and service. Operational CRM is an important tool for lead generation because it frequently deals with past customer data such as previous marketing campaigns, purchases and service satisfaction. CRM software also aims to automate these processes to create a better experience for both the businesses and their customers. Because of its concentration on efficiency, operational CRM is a great fit for companies with a shorter sales cycle and high repeat sales like e-commerce or business to consumer retail verticals”.

2.5.5.2 Analytical

This type of CRM helps the management of the hotels to thoroughly analyze data of customers and identify the need and want of their customers so that they can improve services and maximize revenue. “The main function of analytical CRM is to analyze customer data so that management can better understand market trends and customers' wants and needs. The goal of analytical CRM is to improve customer satisfaction.

Analytical CRM frequently uses data mining and pattern recognition to accomplish this task -- it works well for companies in higher priced markets with a lot of competition”.

2.5.5.3 Collaborative

This type of collaboration is not practical with five star hotels in Addis Ababa. The researcher of this study has confirmed that every data they have is confidential. They do not want to disclose it. This experience does not go with understated message.

“Collaborative CRM is when companies share customers' information with outside companies and businesses. By pooling their data, certain businesses are able to create an even greater experience for their customers by obtaining data which they otherwise would not have had access. It's an excellent fit for markets where innovation and new product development is paramount to success because the additional data creates very detailed pictures of what consumers are currently responding to. CRM is an excellent tool that allows companies to increase not only their customer satisfaction but also their efficiency and profits. CRM comes in a wide variety of strategies and applications, which allows it to be modified to fit virtually any business type “.

2.5.6. The Need for Customer Relationship Management

The world's economic activity today is being dominated by the services sector. Global hospitality Industry is currently booming with the prediction of \$550 billion US dollars revenue in 2016 (Killarney, 2015). In recent years, many organizations have identified the need to become more customers centric with increased global competition. As a consequence, customer relationship management (CRM) has risen to the agenda of many organizational strategies. According to Piccoli et al., (2003), “CRM can help a hotel improve its performance as it increases customer satisfaction and loyalty and boosts profitability.

It is to a hotel's interest to engage in CRM activities and practices which comprises of understanding customers' needs and wants, delivering services to create value for the customer and managing the customer lifecycle effectively and efficiently “.The tourism industry in Ethiopia is continuously growing. To enhance guest loyalty, hotels in Ethiopia must focus on developing CRM strategies that aim to seek, gather, store and share guest information throughout the entire organization for creating personalized and unique guests experiences. The competition is also getting fierce and the hotels are implementing new and latest technologies to attract and

retain customers. Customer Relationship Management (CRM) is one such technique which is gaining importance in attracting and retaining customers. Strong global market competition put more pressure on business firms like hotels to find ways to overcome and seek for solutions that can increase profitability and achieve success. “One of the critical factors in achieving organization's success is how to create lasting relationships with customers both internally and externally. Because of the intensity of competition, many hotels in Ethiopia emphasize customer value.

The idea is basically getting loyal customers through unique value creation. “The very essence of successful marketing is simply building long-term customer relationships to deliver unique value that they alone can provide to targeted markets” (Kerin et al, 2009). According to Buttle (2004), “managing customer retention generates two important benefits.

One is, the firm's costs on marketing are reduced. The second benefit is, as tenure grows, suppliers better understand the requirements of customers”. However, “it is believed that several researchers have found hospitality firms to be unlikely to develop strong loyalty or relationships by merely providing high levels of service quality” (Bowen & Shoemaker, 1998).

2.5.7 Development of Customer Relationship Management

Today businesses worldwide are facing stiff competition. Industries and other business firms need to pass through continuous change. They need sustainable transformation. Traditional system of working is no more reliable. Knowing and creating relations with customers is mandatory. Handling employees as an internal customers are also equally important. Implementing modern technology is also significant.

Checking organizational working system and creating conducive work environment is another important factor to consider. Offering quality service to customers and handling their complaints is what is expected of management and employees of the hotels. To make the aforementioned factors practical, implementation of CRM is the only solution. As historical development of hotels in Addis Ababa witnesses the growth of business in this sector needs the development of CRM.

2.5.8 Strategy of Customer Relationship Management (CRM)

The fundamental goal of any enterprise customer relationship management (CRM) Strategy is first to anticipate customer churn and second to improve the lifetime value of customers. “CRM is a combination of organizational strategy, information systems, and technology that allows organizations to provide fast and effective customer service by developing a relationship with each customer through the effective use of customer database information systems”. “The goal is to be customer-focused and customer driven, running all aspects of the business to satisfy the customers by addressing their requirements by providing high quality, responsive customer service.

Hotels that adopt this approach are called customer-centric rather than product centric”. Therefore, this research will deeply investigate whether the hotels understudies are customer-focused, customer-driven, and customer- centric.

2.5.9 Customer Relationship Management (CRM) Practices in Hotel Industry

The hotel sector has attributed significant importance to CRM (Akroush et al., 2011; Lo, Stalcup, & Lee, 2010; Sarmaniotis, Assimakopoulos, & Papaioannou, 2013). Several factors have accounted for the requirement to adopt CRM in hotels, such as the changes prominent in the modern business environment including the availability of a large number of options to the customers (Nasution & Moavondo, 2008; Shirazi & Som, (2011), and consequently the customer being in charge of selecting the supplier (Gilbert, Powell Perry, & Widijoso, 1999). The homogeneous nature of the hotel core product also necessitates differentiating one hotel from its competitors, which accentuates the adoption of CRM as a differentiation strategy (Kandampully & Suhartanto, 2000; Luck & Lancaster, 2003). Numerous customer-facing CRM practices have contributed to generating loyalty in the hotel domain. Among them Uncles, Dowling, and Hammond (2003) states that loyalty programs are the key manifestation of CRM. Many other practices that manifest due to CRM implementations are also been widely quoted as examples in the hotel sector. The hotel industry is perfect for the application of CRM principles. By using customer relationship management, one to one marketing plans (with offering personalized services). And giving value-added services, hotels can make guests satisfied; build long-lasting relationships with their customers and making themselves different from their competitors

(Frances & Renaghan, 1990). CRM entails all aspects of interaction a company, sales or service related, has with its customer. It uses a technology to streamline processes that impact customer satisfaction, loyalty, service delivery and quality management (Anuj et.al. 2010). Hotels in Addis Ababa are accommodating large number of tourists/customers.

2.6. Empirical Literature

Apart from the theoretical backgrounds, various empirical research outputs confirm that CRM has proven benefits in the real business arena. CRM is based on the premise that, through a better understanding of the customers' needs and preferences, we can keep them retained for longer period and sell more to them. So, this execution of CRM needs implementation of the three CRM components. Gilbert et al. (1999), presents technology as a framework for the application of the relationship marketing model in hotel Industry. Whereas, according to Stock and Hoyer (2005), the service provider's should be able to help its customers, which leads not only to higher customer satisfaction and being positively related to employee performance but also to a level of emotional commitment of these customers to the firm. Statistical analysis performed by Growth Strategies International (GSI) in 40 countries by info-quest shows a fully satisfied customer contributes 2.6 times much revenue to a company than a bit satisfied customer. After all, according to Limayew (2004), a good mix of CRM should be implemented in order to fetch from the success of CRM strategy. He also proposes a mix of 70% people, 20% process and 10% technology. If so, firms can satisfy and retain customers.

On the other hand, several research studies have shown that all customers are not equally profitable (in fact in some cases 80% of the sales come through 20% of the customers). Therefore, the company must be selective and tailor its marketing programs and other efforts by segmenting and selecting appropriate customers. “The company must therefore be selective and tailor its program and marketing efforts by segmenting and selecting appropriate customers for individual marketing programs. In some cases, it could even lead to outsourcing of some customers so that a company better utilize its resources on those customers it can serve better and create mutual value however, the objective of a company is not to really prune its customer base but to identify appropriate customer programs and methods that would be profitable and create value for the firm and the customer” (Osman and Hemmington, 2008). In addition, in Rahim is

(2007) study of Feasibility on the application and implementation of CRM in hotel industry the following conclusions were made: “Hotel industry is experiencing increased globalization, competition, higher customer turnover, growing customer acquisition costs and rising customer expectations.

Implementing CRM in the form of gathering information for personalization of services, using one to one marketing plans, improving guest services and support and using IT for giving more services in hotels will increase customer satisfaction, loyalty, and retention. Customer loyalty to one organization reduces the risk of service variability, allows for the development of a social rapport with the provider, and the customization of services to his/her specification”. “CRM is considered to unite the potential of relationship marketing strategies and IT to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to understand customers and concrete value with them. CRM can be useful for building data warehouses, improving relationships, analyzing data, etc. It uses customer data to create a mutually beneficial relationship between a business and its customers”. This analysis, modeling and evaluation help to optimize information sources for a better understanding of customer behavior.

“In operational CRM, Customer data is collected through a whole range of touch points such as contact center, contact management system, mail, fax, sales force, web, etc. The data then are stored and organized in a customer centric database, which is made to all users who interact with the customer. A typical operational CRM is a call center or contact center. A contact management system can provide complete and comprehensive tracking of information relating to any contact with customers. This is known as 100 per cent focus on the customer. “The benefit of this type of CRM is to personalize the relationship with the customer and to broaden the organizational response to the customer’s needs” (Kotorov, 2007).

2.6.1 Empirical Research in Ethiopian Context

Hotels as part of Hospitality Industry in Ethiopia exist in clusters depending upon certain demand and supply characteristics. While Ethiopia has committed to strengthening its tourism industries, much of this activity remains clustered in the regional cities or around the city of Addis Ababa. Other important tourism hubs need to be researched. The hotels in Addis Ababa

collect data in fragmented way. As five star hotels they have to collect data from all sales centers of the hotels and from tourists/customers in an organized manner. The data in these hotels are not properly stored and organized in a customer centric database and employees who interact with customers cannot not know about the data Sosina agreed with this fact by saying, As we are under information age and information becomes indispensable resource available in the market for everyone, the one who use this resource become the winner. Hotels in Addis Ababa should believe in this point and try to extract all information concerning the needs and preferences of the guest during check in time. And they must not forget to update every time while the guest comes again and again. Then, they can develop a customer database which allows the hotel to provide a consistent service at any time; with any personnel; whatever the reception who registers the guest is there or not. (Sosina 2015).

Sosina further confirmed that, hotels in Addis should think like the time and concentrate again and again. Then, they can develop a customer database which allows the hotel to provide a consistent service at any time; with any personnel; whatever the reception who registers the guest is there or not on how to serve each individual like a segment. This is done by analyzing the information gathered about the guest during check in time. If they fail to do so, they lag behind the time and one day, when the country becomes prosperous well and other multinational firms will be attracted to the industry and the existence of the current firms become under question mark. (Sosina, 2015). When it comes to a better understanding of the customers' needs and preferences, and keeping them retained for longer period and sell more to them, the hotels in Addis Ababa and all hotels in Ethiopia are expected to improve their performance standard and productivity standard to the level of International tourist class hotels through the implementation of CRM. According to Sosina, It is quite common that any firm will exist in the market, if and only if, when they can keep customers satisfied and delighted. If they can do this well, they can achieve customer retention and loyalty. So, the center of excellence for all individuals around the hotels should be providing good service than competitors and keeping customers satisfied.

In order to do this, they must send value added services like sending welcome messages during check in and good bye messages during departure, electronic good wish messages during a birthdays and wedding anniversaries. (Sosina, 2015).

According to Limayew (2004), if there is a mix of 70% people, 20% process and 10% technology, firms can satisfy and retain customers. This fact remains true with hotels in Ethiopia too. Because the hospitality industry is labor intensive. So more attention to be given to employees. They need to be knowledgeable, skilled, and have customer centric attitude. Sosina also confirmed the importance of people in this way. The hotel should think of giving modern and updated training for their employees. The professional ability of their employees will serve as a competency and base of competitive advantage for the hotels. Because, human resource is the only organization resource which cannot be imitated or copied. (Sosina, 2015). While Ethiopian government has promoted foreign direct investment (FDI), systematic policy support for hotels is still lacking. As a consequence, hotels in Ethiopia may be facing obstacles that are influencing their performance.

It is far easier to grow a business by retaining customers than by finding new ones. Customer service, however, should be viewed as one part of customer relationship management (CRM) strategies and while individual technologies may be used to ease pain points, the full benefits will not be realized until the concept of customer centricity is accepted enterprise wide. The Internet boom has driven the demand for Web-based customer service solutions. Web sites can provide a powerful customer self-service capability. These self-service sites allow customers to interact with the enterprise without human interaction. Customers can resolve inquiries, check the status of an order, view product information, check and edit account details, and perform a broad range of other tasks.

2.7 Theoretical Framework

Even though there is a disagreement amongst researchers and scholars in what customer relationship management is about, its scope, its depth, its definition, still it is regarded as an important field of study where its application can be found across Industries. Buttle (2004) for instance,” mentioned that there is still incongruity in CRM definition and meaning “. Moreover,” in terms of framework and/or components of CRM, there are no commonality in the degree of implementation and evaluation of CRM effectiveness practices” (Sigala, 2002).

The most interesting findings made for the past years was the work of Wang and Feng (2012) where they identified the six capabilities or elements of CRM. “Their comprehensive study

illustrated the key factors in CRM which are customer interaction, customer upgrading, customer win back, customer orientation, CRM Technology and customer satisfaction”. Their framework is going to be utilized by the researcher in investigating the CRM practices of 5 star rated hotels in Addis Ababa.

Through the perspectives of both the hotels and the hotels' clients, a through scrutiny was made by the researcher to find the perceptual gaps between the perspectives. A strategic framework will be the basis in augmenting the level of CRM practices of 5 star rated hotels in Addis Ababa. These six capabilities or elements explained above and their relationships to CRM were discussed as follows.

One of the prime benefits of using a CRM is improving customer satisfaction. According to Elsevier B.V. (2014), “in a highly competitive market, companies need to maintain positive relationship with their customer. A good CRM (customer relationship management) program that helps company in satisfying the customer, the research study would explore different methods and techniques for establishing effective CRM to satisfy the customers. The purpose of the study was to check the effectiveness of customer relationship management (CRM) in retaining and satisfying customers with reference to five star hotels in Addis Ababa.

This study shows that customer relationship management has significant effect on the customer satisfaction and both variables have positive relation“. Company makes its CRM as strong and reliable the customer will be more satisfied and retain with the company or hotels. According to Tracey Sandilands (2015), when the business loses customers, it is critical to find out the reasons for their defection. After knowing why they left, strategies can be devised to win them back. Once the customers lost and have been identified, they need to be contacted through online surveys, evaluation forms or personal telephone calls to find out what the reasons are for their dissatisfaction. Then an analysis should be conducted using data gleaned from the research to determine the main issues facing the business. Resolve any problems the customers experienced with your products or services and then select a suitable strategy to win them back In order to enhance service experience; hoteliers need to focus on customer interaction. “In the service oriented organization, the delivery of service in a hotel occurs when there is interaction between service providers and the service encounter” (Ki Lee et al., 2006). “A CRM system helps

companies stay connected to customers. Streamline processes, and Customer-relationship management (CRM) is an approach to manage a company's interaction with current and potential customers. It uses data analysis about customers' history with a company to improve business relationships with customers, specifically focusing on customer retention and ultimately driving sales growth. When people talk about CRM, they are usually referring to a CRM system, a tool that is used for contact management, sales management, productivity, and more. The goal of a CRM system is simple: Improve business relationships”.

With regard to the impact of information technology on organization performance, studies revealed the following facts.

Many customer-centric strategies cannot achieve their goals without the help of information technology (Abdullateef et al., 2010 ;).CRM based technology enables organizations to plan and implement successful marketing actions for retaining customers long-last and making them more profitable, because of the customer database and other information-storing systems (Roberts, Liu, and Hazard, 2005).

Chang, Park, and Chaiky (2010) confirm that CRM technology improves marketing capabilities by providing valuable information about customers, which, in turn, will help both managers and employees to achieve specific marketing goals much more effectively.

The suitable use of technology in marketing is one of the greatest opportunities in hotel industry, because of the fact that it is important to get the right information from the right people at the right time, so that the right decisions can be made and /or the services can be rendered (Dev and Olsen, 2000; Moriarty-Jones et al., 2008). In support with that view, Kasim and Minai (2009) find out that CRM technology dimension is firmly related to hotel performance, because hotels need to use information technology for improving their performance. In this regard, new technologies are considered as the core drivers for change (Minghetti, 2003).

The following three researchers put their conception on “customer orientation” in different ways but implied the same thing. Customer orientation for Kim et al., 2006; is a positive relationship between customer and service provider. Customer orientation for Asikhia, 2010; is that it leads to increase organizational performance. For Liu et al., 2003; customer orientation helps

organization to understand customer, and hence it helps in delivering an appropriate plan to satisfy customer needs. Therefore, CRM has got direct relationship with customer orientation. King and Burgess (2008) reach the conclusion that customer orientation is a crucial factor in the successful implementation of CRM.

According to Kotler, “Upgrading is the process of replacing a product with a newer version of the same product. In computing and consumer electronics an upgrade is generally a replacement of hardware, software, with a newer or better version, in order to bring the system up to date or to improve its characteristics” (Kotler; 2010). CRM has direct relationship with customer upgrading how did hotels understudy use Capabilities/Elements? This was the question raised by the researcher. The researcher tried to see how the selected five star hotels used customer interaction, customer orientation, customer satisfaction, customer upgrading, CRM technology, And customer-win back.

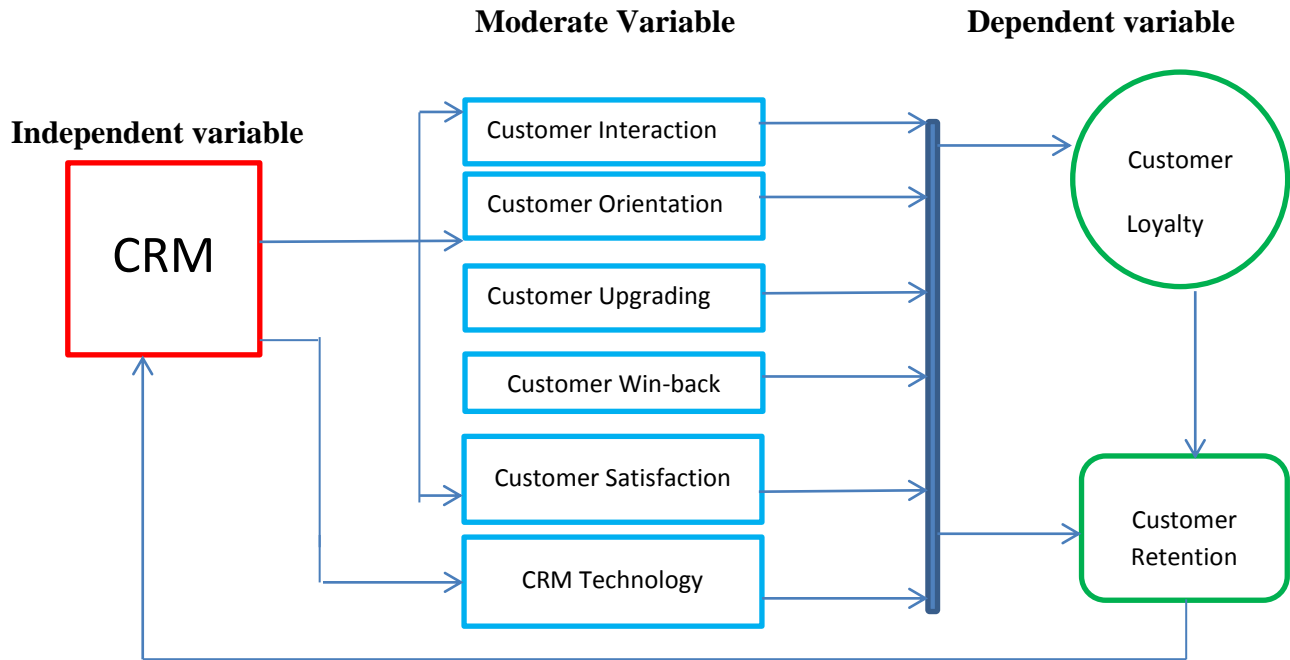
The frequency of interaction with these hotels was not to the level it was expected to be. As Ki Lee said, In order to enhance service experience, hoteliers need to focus on customer interaction. During the interaction between service providers and the service encounter in five star hotels, customers/tourists have forwarded their appreciation for their quality services and good interactions. And they also complained for the defects observed in the process of delivering the service. From the feedback obtained from tourist/customer respondents, it is not possible to generalize by saying that these five star hotels were offering quality services to their standard to guarantee customer satisfaction. As it has been ascertained from research theories, once customers are satisfied, loyalty and retention can be confirmed. The management of hotels understudy should carefully handle their customers not to loose them. They have to identify their lost customers immediately and design strategy to win them back. As the findings showed the hotels understudy did not show much effort to win-back their lost customers. They did not have proper data that showed the exact number of lost customers. They concentrate on new arrivals and staying customers only.

Information technology on hotels performance is very important. Without information technology, hotels do not offer quality service and create satisfaction, loyalty, and retention. The hotels understudy is using IT (information technology). But measure problem was observed as

break down of Internet frequently due to certain reasons which are beyond the hotels' management

2.8. Conceptual Framework of the Research

Figure 1. Conceptual Framework



Source: Own construction, (2019)

Customer orientation is so important because, firstly, we have to create satisfaction which lasts longer with customers. Secondly, as a result of satisfaction, customer-loyalty can be created. Customer orientation can also serve as an important factor for implementation of CRM. And again customer orientation has a role of enhancing the performance of hotels. The following researchers ascertained what has been said above. Sigala (2004) “found out that customer orientation was a crucial factor in the successful Implementation of CRM”. Moreover, “current researches have revealed that service firms, likehotels, require a better understanding of customer orientation since it enhances their performance” (Sin et al., 2006). Customer orientation can be achieved through a positive relationship between customer and service provider. Research asserts that “customer orientation leads to increased organizational performance” (Hermans, 2009). This could be because” it helps the organization to understand customers,” (Sigala 2004). And as

indicated by Mohammed (2012), “there is a relationship between customer orientation and marketing planning capabilities”.

One of the prime benefits of using a CRM is improving customer satisfaction. According to Elsevier B.V. (2014), in a highly competitive market, companies need to maintain positive relationship with their customer. A good CRM program that helps company in satisfying the customer, the research study would explore different methods and techniques for establishing effective CRM to satisfy the customers. The purpose of the study will be to check the effectiveness of customer relationship management (CRM) in retaining and satisfying customers with reference to five star hotels in Addis Ababa. This study shows that customer relationship management has significant effect on the customer satisfaction and both variables have positive relation. If hotels make their CRM as strong and reliable, the customer will be more satisfied and retain with the company or hotels.

According to Tracey Sandilands (2015), when the business loses customers, it is critical to find out the reasons for their defection. After knowing why they left, strategies can be devised to win them back. Once the customers lost and have been identified, they need to be contacted through online surveys, evaluation forms or personal telephone calls to find out what the reasons are for their dissatisfaction. Then an analysis should be conducted using data gleaned from the research to determine the main issues facing the business. Resolve any problems the customers experienced with your products or services and then select a suitable strategy to win them back. One important aspect of the CRM approach is the systems of CRM that compile data from a range of different communication channels, including a company's website, telephone, email, live chat, marketing materials and more recently, social media. Through the CRM approach and the systems used to facilitate it, businesses learn more about their target audiences and how to best cater to their needs.

In order to enhance service experience, hoteliers need to focus on customer interaction. As in the service oriented organization, the delivery of service in a hotel occurs when there is interaction between service providers and the service encounter (Ki Lee et al., 2006). CRM or Customer Relationship Management is a strategy for managing an organization's relationships and interactions with customers and potential customers. A CRM system helps companies stay

connected to customers, streamline processes, and Customer-relationship management (CRM) is an approach to manage a company's interaction with current and potential customers. It uses data analysis about customers' history with a company to improve business relationships with customers, specifically focusing on customer retention and ultimately driving sales growth. When people talk about CRM, they are usually referring to a CRM system, a tool that is used for contact management, sales management, productivity, and more. The goal of a CRM system is simple: Improve business relationships.

Dutu and Halmajan (2011) are of the opinion that CRM strategy will end in failure if the information technology is not used properly, thus the suitable use of technology in marketing is one of the greatest opportunities in hotel industry, because of the fact that it is important to get the right information from the right people at the right time, so that the right decisions can be made and /or the services can be rendered (Dev and Olsen, 2000; Moriarty-Jones et al., 2008).

In support with that view, Kasim and Minai (2009) find out that CRM technology dimension is firmly related to hotel performance, because hotels need to use information technology for improving their performance. In this regard, new technologies are considered as the core drivers for change (Minghetti, 2003). Furthermore, several studies, made about the impact of information technology on organization performance report similar findings about the positive role of information technology in CRM strategy. In other words, these studies revealed that many customer-centric strategies cannot achieve their goals without the help of information technology (Abdullateef et al., 2010 ;).

Consequently, CRM based technology enables hotels to plan and implement successful marketing actions for retaining customers long-last and making them more profitable , because of the customer database and other information-storing systems (Roberts, Liu, and Hazard, 2005). Additionally, Chang, Park, and Chaiy (2010) confirm that CRM technology improves marketing capabilities by providing valuable information about customers, which, in turn, will help both managers and employees to achieve specific marketing goals much more effectively.

Customer upgrading is one of the major Customer Relationship Management activities (Valenzuela, Torres, Hidalgo, & Farías, 2014; Wang & Feng, 2012) and has been mostly analyzed from a supply-side perspective and/or in the context of business relations. Namely, in

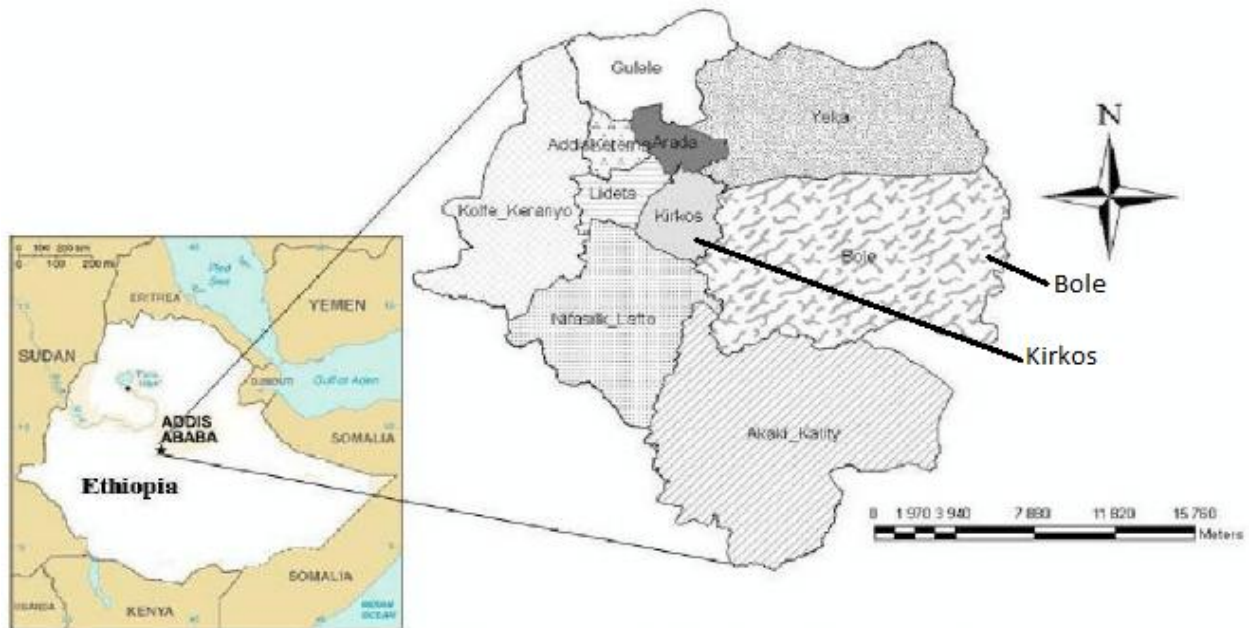
terms of a firm's needed resources (i.e., antecedents) and a firm's performance (i.e., consequences) (Wang & Feng, 2012). Similarly, drivers of relationship upgrading have been often examined in the context of business-to-business relations, such as buyer-supplier relationships.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 DESCRIPTION OF THE STUDY AREA

The selected five star rated hotels on which this study is mainly focusing are located in Addis Ababa. Addis Ababa is a city where many local and international star rated hotels have been constructed and operating. The selected hotels for this research are 5 star rated hotels only. These are: Getfam hotel, Intercontinental hotel, Capital International hotel and Spa, Marriot Apartment and Spa, and Golden Tulip hotel. These hotels are located at the hub of the city of Addis and their specific locations are Bole and Kirkos Sub-Cities of Addis Ababa. The researcher selected these hotels to study thinking that as five star hotels they can be benchmarked by the rest of four, three, two, and one star hotels if they have implemented CRM. These were the hotels which most tourists prefer to stay with. The hotels were assumed to be places where quality services were given. In these hotels, the researcher wanted to study the working environment of the employees who are internal customers of the hotels. But finally, after the research was over and feedbacks obtained from employee and customer respondents what the researcher expected initially was not the same as the result received. The detailed comparison has been indicated with chapter four and chapter five.

Figure 2 City Map of Addis Ababa



Source: <https://www.researchgate.net/publication/>

3.2 Philosophical Approach

According to Arwen Raddonn (2014), there are four key items in the construction and process of research. Methods, techniques or procedures Methodology strategy, plan or design linking the choice of methods to the desired outcome. Theoretical perspectives our philosophical stance, informing the methodology and providing context for its logic and criteria. Epistemology and Ontology our theory of knowledge and view of reality, underpinning our theoretical perspective and methodology. The researcher of this study considered both Epistemology and Ontology to develop this research. Ontology refers to assumptions about the nature of reality. Epistemology concerns assumptions about knowledge, what constitutes acceptable, valid and legitimate knowledge, and how we can communicate knowledge to others (Burrell and Morgan 1979).

3.3 Research Design

The research was designed as a descriptive as it provides factual, accurate and systematic data description and characteristics about the population or phenomenon being studied. The research population was examined and after careful analysis, the staff and Guests/Tourist of selected five star hotels in Addis Ababa were used as a sample size.

Primary data was collected from these hotels through a well-designed questionnaire. The responses to the questionnaires were analyzed using SPSS version 20. Both qualitative and quantitative research approaches were employed in this study to get a better understanding of the research issue. Qualitative method focuses on distinction or attributes than amount. In qualitative method, data is presented in the form of quotations, or descriptions of the phenomenon. One of the most common techniques of data gathering applied in qualitative method is Un-structured interview. On the other hand, Quantitative method focuses on information that is numerical, and it is confirmatory in nature. Qualitative method isolates variables to explain causal relation between them and determines the magnitude and frequency of the relationships. Common techniques applied in quantitative method are: surveying with questionnaires or Structured Interview.

That is why the researcher decided to employ both qualitative and Quantitative methods (Mixed Methods). Mixed methods involved the collection and analysis of qualitative and quantitative information in a single study.

The main reason why the researcher used Mixed Method is that Integrating Qualitative and Quantitative methods about a situation results better understanding than using only one of the pure methods. Creswell confirms this fact as follows. Mixed method enables to understand a problem more comprehensively. Creswell further explained mixed method as applying mixed methods gives opportunity to build knowledge on pragmatic grounds and bases the research on the techniques that can best address the problems and questionnaires at hand.

While conducting the research, deductive approach has been used. Deductive approach indicates that a conclusion is drawn from true statements the observation of fact statements. Deductive approach was chosen because the study starts from literature overview which is again compared

with empirical findings and also the purpose of this study is not to produce any new theories but to give efficient solutions for Customer Relationship Management in hotel industry.

The study uses case study because a case study is a comprehensive description. In the case of this study, the study concentrated on assessment of customer relationship management practices in the tourism industry by focusing on Customer Relationship Management Strategies (CRM) employed by selected five star hotels in Addis Ababa.

3.3.1. Participant

Owners of the hotels, managers at different levels and employees of 5 star rated hotels in Addis Ababa were participants in this study. The researcher studied selected five star hotels which were accredited by Ministry of Culture and Tourism of Ethiopia. According to Ministry of Culture and Tourism's official master list of accredited hotels in Addis Ababa, there are 6 hotels which have been accredited as 5 star hotels. The research included also clients whose role is their perceptions toward CRM of hotel establishments.

3.4. Population and Sampling Techniques

“The term population is an entire group of individuals, events or objects that have a common observable characteristic. It refers to all elements that meet certain criteria for inclusion in a given universe. Sampling is defined as the selection of some parts of aggregate of the totality based on which a judgment or inference about the aggregate or totality is made. It is a process of selecting a group of people, events, behavior, or other elements. An important issue influencing choice of a sampling technique is whether a sampling frame is available”.

Respondents have been chosen among employees of these hotels and hotel Guests/Tourists in helping for data collection study. This research was limited to only five selected five-star hotels mentioned above and which were accredited as five Star by Ministry of Culture and Tourism of Ethiopia. Among accredited five star hotels Sheraton Addis and Radisson Blu were the ones. The researcher had included them with other selected hotels to be studied. But their managements were not willing to accept the request presented by the researcher. The only reason they gave to the researcher was that their International chain's policy does not allow them to release both data of the employees as well as tourists/customers to any third party.

Population of this research were full time employees of five different 5 star rated hotels located in Addis Ababa namely: Capital hotel and Spa, Marriot Executive Apartment hotel, Golden Tulip hotel, InterContinental hotel and Getfam hotel. In order to select samples from the population, non-probability sampling technique, especially accidental (convenience) and purposive sampling techniques were employed. Accidental sampling (or convenience sampling) involves using anyone that can be an immediate available respondent and it is used when there is no alternative to get respondents (Williman, 2006). Moreover, Walliman states that purposive sampling is used. Where the researcher selects what he/she thinks is a typical' sample based on specialist knowledge or selection criteria. Assuming this, accidental and purposive sampling techniques were used in this research. Accidental sampling was used to select respondents immediately available, especially the tourists.

This is because most of the Tourists/customers in the five star rated hotels are tourists and they were found accidentally due to the nature of their movement; and purposive sampling technique was used to select key informants purposely from hotels' managers and concerned employees based on their profession, status, and experience, and knowledge level about the issue. The target population of the study included were Customers/Tourists who occupied the rooms of all five star hotels which were understudy. Employees of selected five star hotels who were working in sales outlets of each hotel and who had direct contact with Tourists/Customers and who are currently around 390 in number. The total number which was taken from each hotel's sales centers was read as follows: from Getfam hotel (73), from Capital hotel (78), from Golden Tulip hotel (71), from InterContinental hotel (107), and from Marriot hotel (61). The sample of this research of respondent employees was calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level.

The calculation was presented as below,

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size

N = population size

e = level of precision or sampling of error which is $\pm 5\%$ Substitute numbers in formula:

N = 390

$$1+390(0.0025)$$

$$= 390$$

$$1+0.97$$

$$= \underline{390}$$

$$1.975$$

$$n = 197.47 = 198$$

In order to obtain a reliable data, researcher has increased sample size to 198 Employees. Since many travelers or tourists were arriving to each hotel understudy, it was not feasible to include all these tourists to the study. Due to inaccessibility to reach all, cost and time constraint the researcher used non-probability convenient sampling to collect data from 150 customers/Tourists who stayed in those five star hotels and which were considered to be enough representatives. Another part of population were key informants from the five star hotels under study and Stake-holders who were assumed to be good informants. Their detail was indicated on the table 1 below.

Table 2 – Data for Interviewee

1	Getfam Hotel	Front office manager	1	BA
2	Getfam Hotel	Marketing & Sales manager	1	BA
3	InterContinental Hotel	General Manager	1	Masters
4	InterContinental Hotel	Front office Manager	1	BA
5	InterContinental Hotel	Marketing & Sales Manager	1	Masters
6	Golden Tulip Hotel	Front Office Manager	1	BA
7	Ethiopian hotel professionals Association	General Secretary	1	BA
8	Hope Training & Consultancy Services	Owner and Managing Director	1	Masters
9	CNet Hotel Management College	Dean of the College	1	Masters
	Total		9	

The researcher has taken all interviewees as they are and considered them as part of population. Therefore, the total number of population was 548 (390+150+9=549). The total sample size was also 356 (198+150+9=357).

3.5 Variables and Measurement Procedure

Measuring CRM process is a vital to being able to improve upon it (Curry and Kolou 2004) for CRM initiatives to be seen as a success there needs to be change in the customer behavior as a result from it. Greenberg (2004) divide the measurement into two different categories which is customer and performance.

3.6. Data and Data Collection Technique

In this study the researcher collected data form both primary and secondary data. Data was collected from April 20th to May 15th /2019. Priority was given to primary data rather than secondary data. The firsthand information as gathered through close ended questionnaires for 5 star rated hotels' managers, employees and clientele/Tourists in Addis Ababa. Primary data collection methods that has been used to collect data included; questionnaires and interviews. Moreover, in order to address all research objectives exhaustively, secondary data was collected from all available documents including books, journals or research documents. Information from the customers/Tourists were gathered. Primary data was collected by a structured questionnaire, where Tourist respondents would give their opinion on the following 5-point Likert Scale.

Strongly agree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3.6.1 Questionnaire

“A questionnaire is a set of questions which are usually sent to the selected respondents to answer at their own convenient time and return back the filled questionnaire to the researcher (Novatus Bartholome, 2013). Therefore, the researcher decided the main data collection instrument to be Survey questionnaire. In this study questionnaires have used for data collection. Questionnaires help to cover large sample at low cost. The researcher believed that asking several questions around the major concerns of the inquiry was one appropriate technique to promote accuracy. And customers/tourists in the hotels. Section two A questionnaire is a set of questions which arecover large sample at low cost o consisted of questionnaire on CRM practices in the selected five star hotels in Addis Ababa.

3.6.2 Interview

A through interview was made with purposefully selected informants in 5 star rated hotels. Informants from each hotel were marketing and sales managers, front office Managers, According to (Kothari, 2006), “an interview is a set of questions administered through oral or verbal communication, tape recorder, or is a face to face discussion between the researcher and the interviewee respondent”. Rubin also said that two types of interviews are recognized in social science research. These are Structured and Unstructured interviews. (Rubin, H., & Rubin, I., 1995). In structured interview, a carefully worded questionnaire is administered as instrument or tool for data gathering. For this study, the researcher has preferably chosen unstructured interview. Unstructured interview encourages capturing of respondents' perceptions in their own perspectives; and they are very desirable in qualitative enquiries. As indicated on table 1, Unstructured Interview was being conducted with selected nine Interviewees. Among fifteen recruited Interviewee only nine of them were taken because of data saturation.

The nine of them were chosen based on the knowledge they had within the hotels operation and because of the challenges they have experienced with. Interviews helped to obtain qualitative information. Interview also helped the researcher to assess the current challenges and opportunities of five star rated hotels in Addis Ababa.

The purpose of this interview was to collect detailed information through measuring attitudes, feeling and approach of the respondents about the hotels' performance and Tourists visited the hotels and employees of the hotels. It also helped to assess the effectiveness of the standards of the hotels understudy and allowed the respondents to use their own words to answer the questions and was encouraged to express their thoughts and gave them a chance to show their freedom of expression.

3.6.3 Documentation

“Documentation method used because it enabled the researcher to get ready-made data and information by passing through various documents such as; books, magazine, journals and research reports concerning the topic in question. This method helped the researcher to simplify

the task of the researcher by providing” readymade statistical information. (Novatus Msaiky Bartholome, 2013).

3.7 Data Reliability and Validity

Reliability basically means consistency. This particularly refers to the internal consistency of measuring instrument (Punch, 1998). This means the data gathering instrument has to include items that add information relating to the objective of the investigation.

Questionnaires were distributed to respondents. This was done so as to identify questions that might be unclear or ambiguous to the respondents. It also aims to identify any non-verbal behavior of the participants that may possibly show discomfort or lack of comprehension on the questions asked in the questionnaires.

3.8. Data Analysis

Once the data collection was over, the findings were being written using content analysis method; by analyzing the content of interviews, and discussions. Once the data was received, it would be edited by checking for missing data or unfilled sections of the questionnaire. Only sections properly filled were used. The statistical software used to analyze was SPSS version 20 (statistical package for social sciences). Data collected was quantitative data. Descriptive statistics in this study helped to describe, showed and summarized the large amount of data collected in the meaningful manner. The descriptive analysis adopted in this study has included frequencies and percentages. This was the most appropriate in order to deduce any patterns emerging from the data for meaningful interpretation. In addition to this, thematic analysis and narrative conducted for qualitative data were.

3.9. Data Analysis

Data analysis is how researchers go from a mass of data to meaningful insights. Once the data collection was over, the findings were being written using content analysis method; by analyzing the content of interviews, discussions, and observational field notes in order to identify the main themes that emerge from the responses given by respondents considered as information of the study hoping that the sample size was enabling to draw implication towards general population.

Once the data was received, it would be edited by checking for missing data or unfilled sections of the questionnaire. Only sections properly filled were used. The statistical software used to analyze was SPSS version 20 (statistical package for social sciences). Data collected was quantitative data. Descriptive statistics in this study helped to describe, showed and summarized the large amount of data collected in the meaningful manner. The descriptive analysis adopted in this study has included frequencies and percentages. This was the most appropriate in order to deduce any patterns emerging from the data for meaningful interpretation. In addition to this, thematic analysis and narrative conducted for qualitative data were. Thematic analysis was one of the most common forms of analysis in qualitative research. It emphasized pinpointing, examining, and recording patterns with data. Themes are patterns across data sets that are important to the description of a phenomenon and are associated to a specific research questions.

Narrative analysis occurs where one or more speakers engage in sharing and recounting an experience or event.

3.10 Ethical Considerations

Ethics of a research is the consideration of ethical principles that include different codes of conduct addressed by researchers. The researcher adhered to all principles like honesty, objectivity, integrity, carefulness, openness, respect for intellectual property, confidentiality, responsible publication, responsible mentoring, respect for colleagues, social responsibility, non-discrimination, competence, legality, animal care, human subjects protection(David B. Resnik, 2015). Strictly and avoided unethical issues such as submitting others' works as owns work, accrediting colleague without any contribution for this research, the use of inappropriate statistical technique, using others' works without acknowledgement, Therefore, taking the nature of this study under consideration, participants were told the nature of the study to be conducted and given the choice of either to participate or not. More specifically, for ethical clearance the researcher confirmed to respondents about brief description of the nature of the study, a description of what participation would involve in terms of activities and duration, the guarantee that all response remains confidential and anonymous, an offer to provide detailed information about the study.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter deals with data presentation and analysis. Implementing CRM strategies and to identify the opportunities maximized by using CRM. The analysis has taken sequential approach in the research questions as provided in chapter one. This chapter begins with respondents characteristics. Descriptive statistics is provided to bring about consistence evaluation of the figure and implication that are drawn therein.

4.2 Employees Respondent Profile

The demographic profile of employees respondent was found to be contributed from each operational departments of the hotels. These departments which have direct contact and interaction with Customers/Tourists comprised of Front Office, Housekeeping, food and beverage, Marketing and sales. Questionnaires were distributed to employees working at departments mentioned above to be filled and returned. Interviews were also conducted with marketing and sales and Front Office managers who were believed to be key informants.

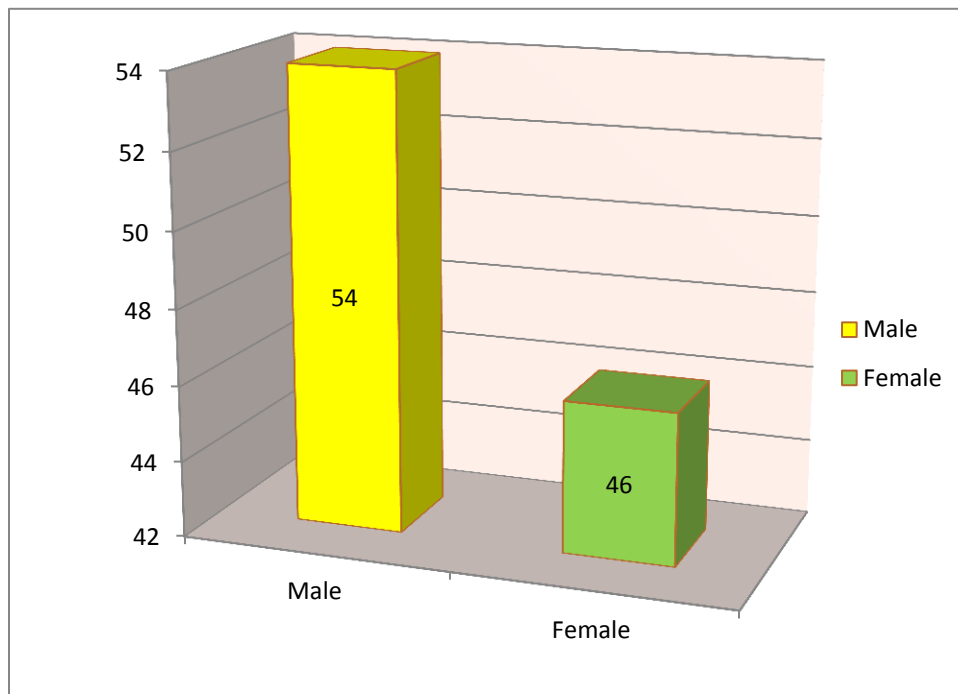
4.2.1 Sex Composition of the Respondents

As it is clearly depicted in figure 3 below, the number of percentage of the male respondents is greater than female respondents. The implication behind this is that services provided by hotels in Ethiopia were by both sex groups, even though the number of male employees are dominant than females. From the researcher's real life experience, this is mostly due to culture of the society Males' economic dominance in a family and the nature of their job. Despite the assumption, "all individuals show difference in needs and preferences" it is understandable that difference in gender will create difference in needs. As it is pointed by Kotler (2003), due to the gap in needs between male and females, gender is becoming a base for market segmentation.

So, they have to think that if they can satisfy and retain one individual from one family, the probability of attracting the whole family is high. So, a satisfied mother will come with other members of her family in another time. When it comes to Customer Relationship Management,

it is advisable to have both female and male employees at work place. Because, there are both female and male guests/customers who are getting services from the hotels under study. Female guests preferably better share their idea or view to female employees of the hotels. This creates good relationship between the hotels and the customers.

Figure 3 Sex Composition of the Respondents



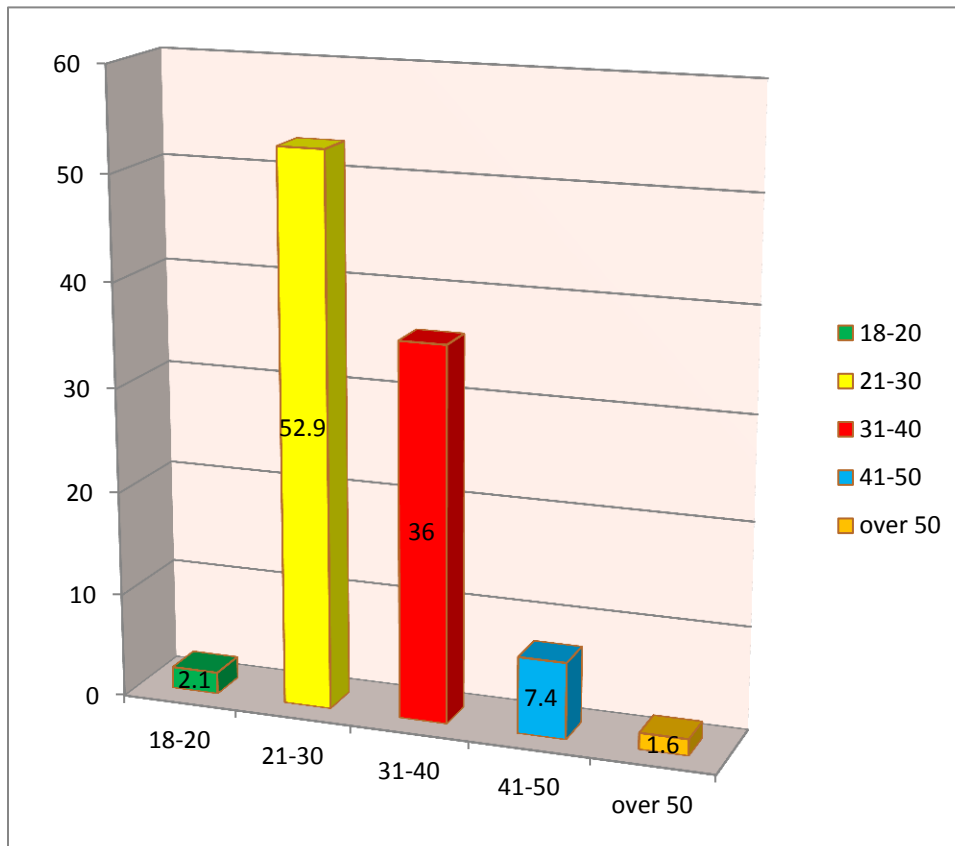
(Source: Researcher, 2019)

4.2.2 Age Composition of Respondents

The results in figure 4 below showed that 52.9% of the respondents who participated in the study were between the ages of 21 to 30. This implied that the respondents are within the productive age. This age group can easily be trained and if they are handled carefully the hotels will have future successors and reliable prospective managers. On the other hand, the finding showed that these hotels have created job opportunity for the youngsters. Since one of the advantages of tourism is creating employment opportunity and reducing unemployment, the development of hotels through the implementation and practicing of CRM contributed positively for the growth of hospitality industry in particular and tourism in general. Customer hotel relationship needs

fast service delivery. Immediate response to Customers' need can only be practical when the service is delivered by the age group mentioned above.

Figure 4 Age Composition of Respondents

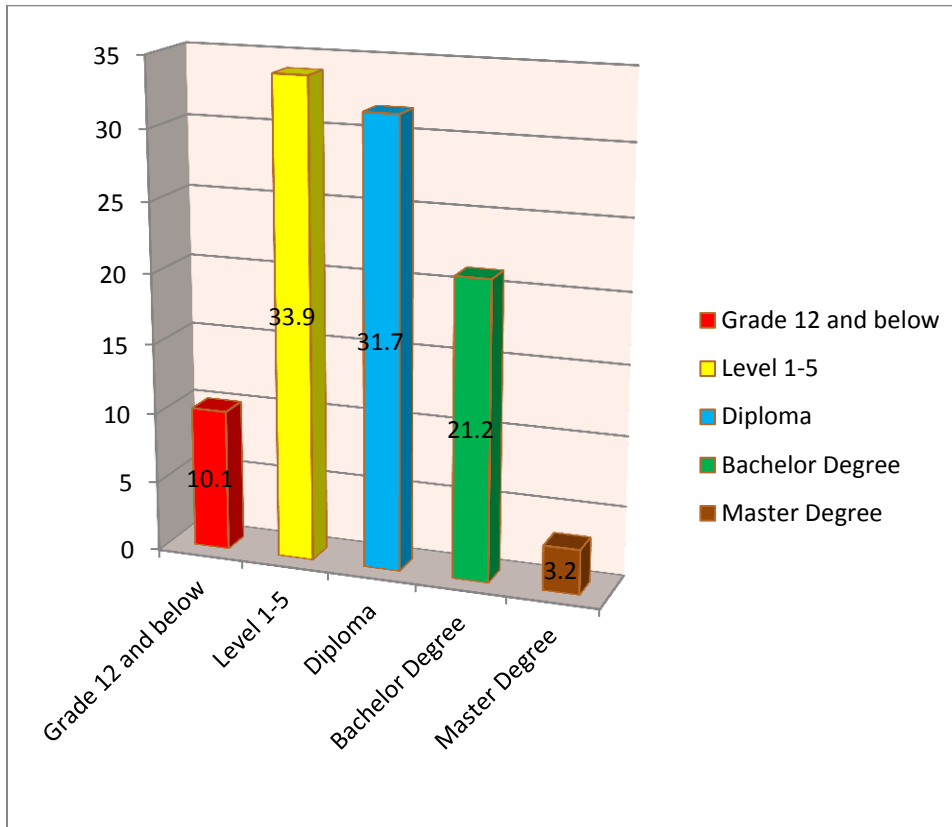


(Source; Researcher, 2019)

4.2.3 Level of Education of Respondents

Level of education of employees working in hotels understudy has been analyzed by the researcher. The aim of analysis was to see if level of education determine effectiveness of CRM among selected five star hotels (tourist hotels). The findings of the analysis were recorded as shown in figure 5 below.

Figure 5 Level of Education of Respondents



Source: Researcher, 2019

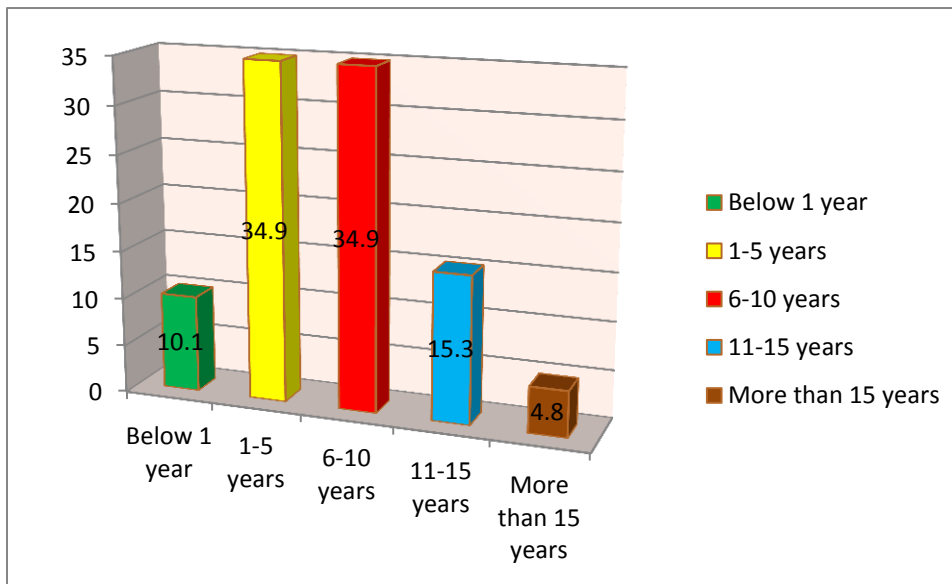
The finding showed that respondents with less or minimal education level are not qualified enough to perform their duties effectively. Because, hotel profession by itself needs real professionals who have joined Catering and Tourism training centers and Universities which are offering hotel management courses. In order to deliver quality service to tourists/customers in hotels; knowledge, skill, and attitudinal change are needed very badly. According the feedback obtained from the employees and the discussion made with Interviewee, the researcher found out that the current major problem of the hotels in Ethiopia in general and in Addis Ababa in particular is lack of skilled manpower. With this crucial problem, it is not possible to use CRM effectively and efficiently in hotels understudy. As result of this, service quality, customer satisfaction, and loyalty, as well as the revenue of the hotels can be affected. And of course, this in turn will affect the development of tourism negatively. Therefore, the hotels should able to train their employees both internally and externally. In modern hotel business, it is all about competence in people, and especially the employees' qualities. The level of service quality

depends on the qualities of employees. The qualities are about knowledge, skills and thoughts which lead to a hotel’s survival and development. Therefore, staff training is essential in many ways; it increases productivity while employees are armed with professional knowledge, experienced skills and valid thoughts. According to Yafang, staff training motivates and inspires workers by providing employees all needed information in work as well as help them to recognize how important their jobs are. (Yafang Wang 2008.) Successful hotels always include staff training as their important development strategy. Some of the hotels understudy have in-house training facilities while the others do not have one. With the government’s emphasis on the tourism industry, the hotel industry is gaining prominence and a valuable revenue earner for the Ethiopian economy. Thus, there is presently a pressing need for more trained and knowledgeable employees to serve the hotels understudy.

4.2.4 Level of Work Experience of Respondents

The researcher analyzed work experience of employees to know whether effectiveness of CRM is determined by the level of work experience of respondents. The feedback from the analysis has been indicated on figure 6 below.

Figure 6 Level of Work Experience of Respondents



Source: Researcher, 2019

The findings of the survey showed that a total of 34.9% of respondents have work experience of 1-5, and 6-10 years consecutively. Reasonable work experience was important because of the following reasons.

As showed in the finding, respondents have enough experience to enable them to perform their duties effectively. Work experience introduces employees to the world of work. Work experience is a perfect way to sample all the career options out there. It's a way of exploring different jobs. Work experience gives employees a true flavor of the Industry, enables them to understand their strengths and weaknesses.

To start in entry-level positions of hotels as work experience helps employees develop the character every successful manager needs to effectively execute their work. During work experience, employees start on their career path with the right attitude about doing the least enjoyable jobs that will strengthen their character and give them perspective to guide future employees more compassionately. Work experience assists employees to have insight which will prove invaluable, as it allows employees to lead and guide their team in accomplishing their goals. In the process of work experience, employees learn how to perform different tasks with humility and efficiency, with excellence, then one day when they are the managers in charge of a crew of team members, they can give pointers, insight, and effective direction that will inspire that same excellence they have learned. Gaining work experience allows employees the opportunity to know their tourists/customers of the hotels in a deeper way. Work experience helps employees to know the standard of performance and standard of productivity of their hotels perfectly.

4.3 Level of Awareness on Customer Relationship Management

The researcher analyzed the questionnaires filled out by respondents to assess their level of awareness on CRM. The findings from the survey were documented on table 3 below.

The findings showed that majority of respondents (32.8%) were not aware of CRM. The researcher found out that the rest of respondents were aware of CRM but lacked deep understanding of the complexities and nuances of CRM. It is the believe of the researcher that

Creating customer-centered culture is necessary to extend the capabilities of knowledge and as well as the necessary tools to meet customer needs with appropriate products and services. Determining the duties of each employee and group in the hotel is important. People should know what is their role and function in the system and what action should do during CRM optimization. Process and for success in it, all individuals should be familiar with group works and tasks.

The hotels' employees are ultimately the key to the whole CRM strategy. They are the part that determines its success or failure and they must not be undervalued. It is therefore fundamental that they know about the CRM and resolve their fears, worries and doubts before, during and after implementation. They must be made to see the importance of CRM. Above all, they must be trained in this new customer service philosophy. It is a case of creating a corporate culture with a defined approach focused on the customer that enjoys the commitment of management and employees. The researcher found out that awareness creation with employees about CRM is minimal. If employees are well aware of CRM in hotel operation; they can know their customers' buying habits, preferences, and opinions. CRM lets employees target their sales efforts more efficiently and precisely. It elevate their customer experience. It measures sales activity & forecasting. It improves marketing strategy for the hotels. It Helps to find new customers. And increase efficiency and reduce cost. So, employees need to be trained particularly on CRM and awareness creation should be done thoroughly.

Table- 3 Level of Awareness on CRM

Level of awareness on customer relationship management (CRM).	Frequency	Percent
highly aware	48	25.4
Aware	47	24.9
partially aware	32	16.9
Not aware	62	32.8
Total	189	100.0

Source: Researcher, 2019

4.4 Training on among Respondents

To establish whether or not respondents had attended any form of training on CRM, the researcher analyzed and discussed its effectiveness in determining CRM. The findings of the analysis were documented as shown in table 4 below. Among respondents those who have received training are 40.7%; and those who have not received training are 58.7% .

These findings were congruent with CRM awareness creation findings which showed that majority of respondents were not well aware of CRM.

Table – 4 Training on Among Respondents

Training on customer relationship management (CRM)	Frequency	Percent
Yes	77	40.7
No	111	58.7
	1	.5
Total	189	100.0

Source: Researcher, 2019

After management has become educated on CRM and adopted a system to collect and analyze tourist data, then a next step had to be for line employees to be trained on using Customer/Tourist information to enhance a single transaction or a multi-transaction experience like a hotel stay or visit to a destination. But from the data collected and analyzed, the researcher understood that the quality service rendered by the selected five star hotels was not to the standard of other newly established prospective five star hotels which are not yet accredited and Sheraton Addis and Radison Blu which are already accredited but were not included in this study. By training staff a lot benefits can be obtained. According to Sommerville, staff training enhances the capabilities of employees and strengthens their competitive advantage. Effective training will improve the personal characters and professional abilities. Not only employees, management and organization would benefit from staff training, customers and guests benefit as well, because of the received quality products and services. (Sommerville 2007,).Increases job satisfaction and recognition. During the training, employees will be introduced what is the work is about, how to do, what kind of role does the job play in the whole business, it helps them to understand their work better and also love what they do by understanding the work. Encourages

self-development and self-confidence After systemized training, employees will understand what important role their jobs play, and with the information, knowledge and experiences obtained during the training, they will be more confident with their work, so that better services will be provided. Moves employee closer to personal goals Employees gained not only professional knowledge and skills during training, training also broads their choices on setting career targets. They can get the opportunity to get to know other positions, increases the possibilities of promotions in the meantime. Helps the employee become an effective problem solver Practical experience can be taught and guided in the training; employees will learn the methods of solving problem or complaints during training. Allows the employee to become productive more quickly By training, employees get familiar with their work tasks, advanced knowledge and techniques which improve their capabilities, increases productivity.

4.5 CRM Strategies used in Selected Five Star Rated Hotels in Addis Ababa

To establish the marketing strategies used to promote selected five star hotels in Addis Ababa, the researcher asked and analyzed feedback from respondents on the issue and findings from the analysis were documented as shown in the table 5 below. The findings showed that number of respondents who said that CRM strategies used by five star hotels included; advertising, 23.8%, promotion 41.8%, direct and interactive marketing 5.8% , international agents 2.6% , publicity and Public Relations 7.4%,events and experience 7.9 % , and word of mouth advertising 10.6%.

Table – 5 CRM Strategies used in selected five star rated hotels in Addis Ababa

Customer relationship management strategies used to promote the hotels understudy.	Frequency	Percent
Advertising	45	23.8
Promotion	79	41.8
Events and Experience	15	7.9
Publicity/Public Relations	14	7.4
direct & Interactive marketing	11	5.8
Word of mouth	20	10.6
International Agents	5	2.6
Total	189	100.0

Source: Researcher, 2019

Advertising is a marketing tactic involving paying for space to promote a product, service, or cause. The actual promotional messages are called advertisements, or ads for short. The goal of advertising is to reach people most likely to be willing to pay for a company's products or services and entice them to buy. Promotion refers to any type of marketing communication used to inform or persuade target audiences of the relative merits of a product, service, brand or issue.

The aim of promotion is to increase awareness, create interest, generate sales or create brand loyalty. It is one of the basic elements of the market mix, which includes the four Ps, i.e., product, price, place, and promotion. Public Relations (PR) means professionally handling a positive public image by the company. It is an important element of promotion mix that helps in maintaining good relations with the public. Direct marketing is a form of communicating an offer, where organizations communicate directly to a pre-selected customer and supply a method for a direct response. Interactive marketing, sometimes called trigger-based or event-driven marketing is a marketing strategy that uses two-way communication channels to allow consumers to connect with a company directly. Although this exchange can take place in person, in the last decade it has increasingly taken place almost exclusively online through email, social media, and blogs.

Word of mouth, Oral or written recommendation by a satisfied customer to the prospective customers of a good or service considered to be the most effective form of promotion. As per the finding indicated on table 4, the respondents as employees of the hotels and as they were directly interacting with tourists/customers, they did not show equal level of understanding about the importance of the CRM strategies. According to the assumption of the researcher this happened because of lack of proper training on this issue.

4.6 Customer Relationship Management Communication tools used by Five Star Hotels

To establish the types of CRM communication tools used by five star hotels in Addis Ababa; the researcher analyzed feedback from respondents to establish which CRM communication tools are used by tourist hotels to communicate with their customers. The feedback from respondents was documented as shown on the table 6 below. The findings of the study showed that the main CRM communication tools used by tourist hotels was website (46.6% of respondents). These

findings showed that the selected five star hotels mainly communicate with their customers by website followed by phones, and to the least extent, by postal mail (through post office).

From these gathered and analyzed data and from the Interview conducted with Marketing and Sales and Front Office Managers of each hotel, the researcher confirmed that employees were aware of what communication tools were being used by the hotels. But as per information obtained from Interviewee from those hotels, Email as communication tool was used at highest level. So, the knowledge of employees about the usage of email by the hotels was not as high as was expected to be. This finding showed that there was still lack of awareness creation through training to employees working in operation areas.

Table -6 CRM Communication tools used by five star hotels

Customer relationship management communication tools used by hotels understudy	Frequency	Percent
Phone	54	28.6
E-mail	45	23.8
Website	88	46.6
Postal mail	1	.5
	1	.5
Total	189	100.0

Source: Researcher, 2019

4.7 Benefits of Implementing CRM by Five Star Hotels

To establish whether there are any benefits gained by selected five star hotels in implementing CRM, the researcher asked employees of these hotels about the benefits gained by their hotels due to implementation of CRM. And the respondents responded the benefits gained by implementing CRM as indicated on table 7 below. Employees did not have the same understanding about the benefits of implementing CRM. There was no holistic view of the advantage obtained by implementing CRM in five star rated hotels in Addis Ababa. So, they need more training on the concept of “Benefits of CRM “. The benefits stated in table 6 are all equally important for the hotels understudy.

Table -7 Benefits of implementing CRM by five star hotels

Benefit(s) gained by implementing customer relationship management (CRM) in hotels understudy.	Frequency	Percent
Increase customer satisfaction	44	23.3
Increase Market share	36	19.0
increase customer loyalty	42	22.2
Profitability increases	32	16.9
Enhances lifetime value of customers	34	18.0
	1	.5
Total	189	100.0

Source: Researcher, 2019

4.8 Challenges to Implementation of CRM

Here two questionnaires were presented to respondents by the researcher consecutively. The researcher asked respondents to mention the challenges to implementation of CRM by selected five star hotels. Feedback from respondents was documented as shown on the two tables (8&9) below.

Table – 8 Challenges to Implementation of CRM

Do you think that there are challenges in implementation of customer relationship management by your hotel?	Frequency	Percent
Yes	116	61.4
No	73	38.6
Total	189	100.0

As it has been depicted in the above table, for the questionnaire “Do you think that there are challenges in implementation of customer relationship management by your hotel?” 61.4% of the respondents said “Yes”. And only 38.6% of the respondents said “No”. Initially when this questionnaire was designed, the researcher was expecting two possible answers to come up, either “Yes” or “No”. If the answer would be “Yes”, the researcher had designed another questionnaire which would enable him to know the reasons for the challenges.

Table – 9 Challenges To Implementation of CRM

If yes, which one of the following challenges affect you in implementation of customer relationship management in your hotel?		Frequency	Percent
	Lack of information about how to innovate	11	5.8
	Status Quo satisfied with current situation	77	40.7
	Lack of knowledge on customer relationship management	62	32.8
	Technological skills	31	16.4
	Organizational good will	8	4.2
	Total	189	100.0

Source: Researcher, 2019

According to the findings, the barriers to implementation of CRM in selected five star hotels included; lack of information about how to innovate, status Quo satisfied with current situation, lack of knowledge on customer relationship management, technological skill, and Organizations good will. And as per the response obtained, 40.7% of the respondents said “status quo satisfied with current situation”, 32.8% of them said,” lack of knowledge on customer relationship management, 16.4% of them said “ technological skills “, 5.8% of them said “ Lack of Information about how to innovate “, and only 4.2% of the respondents said “organizations good will. The research finding proved that 40.7% of respondents agreed that status quo satisfied with current situation has served as challenges in implementing CRM.

4.9 Customer Relationship Management Practices

Table-10 Customer relationship management practices

No	Questionnaire	Choice	Frequency	Percent
1	Do you give undivided attention to your customers?	Yes	155	82.0
		no	34	18.0
		Total	189	100.0
2	You as an employee of this hotel, are you willing to help customers/tourists in a responsive manner?	Yes	182	96.3
		no	7	3.7
		total	189	100.0
3	Can customers/tourists expect prompt service from employees of your hotel?	Yes	182	96.3
		no	7	3.7
		total	189	100.0
4	Is employee performance measured and rewarded based on successfully serving the customers/tourists?	Yes	73	38.6
		no	116	61.4
5	Does your hotel maintains a comprehensive database of you customers/tourists?	Yes	72	38.1
		no	117	61.9
		total	189	100.00

With regard to CRM practices, among many questionnaires designed and distributed to employees of five selected hotels all of them have been filled and returned. But the researcher selected only five questionnaires indicated on the table above for the purpose of analysis. As indicated on the table 9, for the first questionnaire 155 (82%) of employee respondents said “Yes” while 34 (18%) of respondents said “No”. For the second questionnaire, 182 (96.3 %) of the respondents answered by saying “Yes” where only 7 (3.7 %) of respondents Said “No “. For the third questionnaire, 182 (96.3 %) of employees replied by saying “Yes” While only 7(3.7%) respondents said “No”. For the fourth questionnaire, 73 (38.6%) of the respondents answered as “Yes” and 116 (61.4%) of the respondents said “No”. For the fifth questionnaire, 72 (38.1 %) of employees responded by saying “Yes” but 117 (61.9 %) of Employee respondents replied by saying “No”. This finding revealed that even though, services rendered to Tourists/Customers seem healthy, it does not guarantee the absolute quality. The researcher said this because, the majority of respondents replied to the following questionnaires negatively. The questionnaires and response which were given by employees are the following.

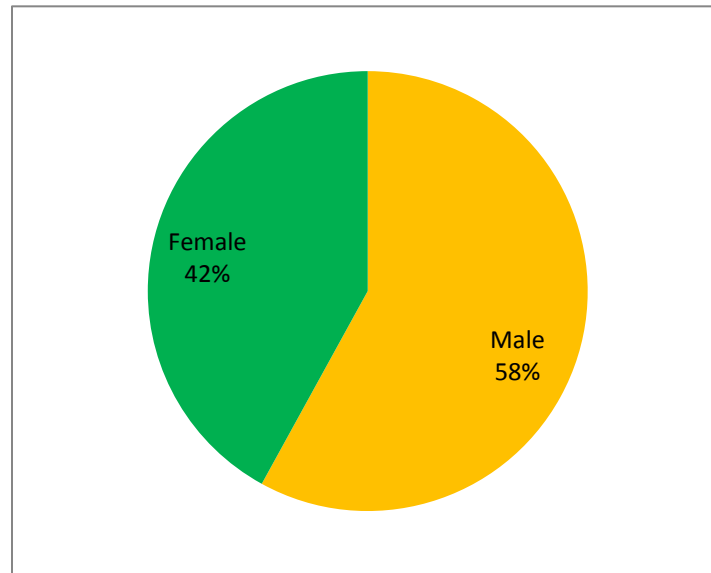
For the questionnaire “Is employee performance measured and rewarded based on successfully serving the Customer/Tourists “? Here 61.4% of the respondents answered by saying “No.” And for another questionnaire which said “does your hotel maintains a comprehensive database of your Tourists/customers “? 61.9 % of the employees said “No”. When generalized, this finding indicated that 61.4% of respondents said that “employee performance measured and rewarded was not based on successfully serving the customers/Tourists”. And 61.9% of respondents have also replied as “the hotels do not maintain comprehensive database”. This showed that it is not possible to say CRM has already been fully implemented in these selected five star rated hotels

They did not use modern information technology properly. The use of modern information technology in everyday business, influences on improvement of quality of services, reduces operating costs, decrease cost of investment, creates new products and services, and improves managerial competence within the hotels.

4.10 Customers/Tourists Respondent Profile

4.10.1 Sex Composition of the Customer/Tourist Respondents

Figure 7 Sex Composition of the Customer/Tourist Respondents



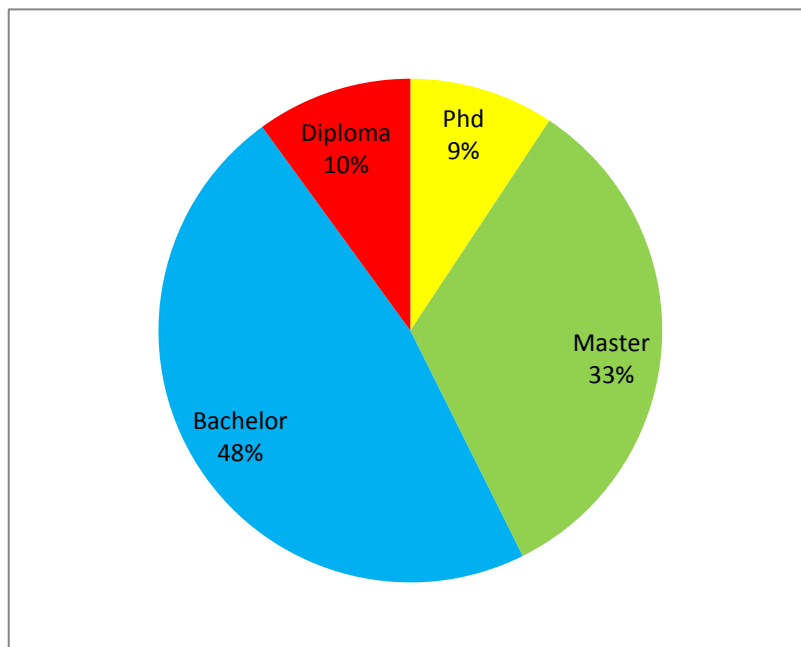
Source: Researcher, 2019

As it is clearly depicted in figure 7 above, the number of male tourists in selected five star hotels is greater than females. The implication behind this is that even though the majority of tourists/customers used the selected five star hotels are males, the number of female travellers was also large in number. This assists the Marketing departments of the hotels when they work on market segmentation. The difference could be analyzed in terms the number of educated males compared to females. Other than leisure tourism in other sectors of tourism like conference tourism and business etc. most of the travellers are males. This could be generalized by the researcher as there are less number of educated women worldwide and less work positions they have hold did not enable them to travel worldwide and use five star hotels like the ones under study.

4.10.2 Level of Education of Customer/Tourist Respondents

From questionnaires filled in by Customer/Tourist respondents, the researcher analyzed the level of education of respondents. The objective of this analysis was to determine whether or not level of education is one of the factors that determine effectiveness of CRM among selected five star hotels (tourist hotels). The findings of the analysis were recorded as shown in figure 8 below.

Figure 8 Level of education of customer/tourist respondents



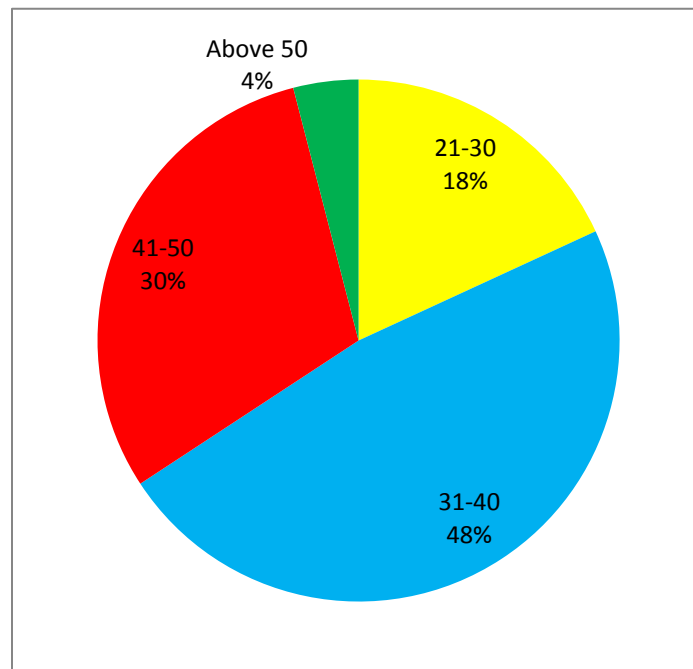
Source: Researcher, 2019

From the questionnaires filled by Tourist respondents, the researcher able to understand that most of the travellers were people with first and second degrees. From this data it is possible to guess that the more Tourist (customers) who are using the hotels are educated, the more they need better care, better quality service in terms of accommodation, food and beverage services, and other related services. Because, these travellers do have international experience of hotel services. They can easily compare and contrast the standard and quality of services being rendered in five star hotels in Addis Ababa with other international five star hotels.

Demographics reflect the needs and preferences of customers. They can be used to identify market segments. Because, of the education differences among individuals there is a large array of differences in what these consumers need, can afford, and buy. Even for the researcher the data obtained from these age group was more reliable.

4.10.3 Age Composition of Tourist/Customer Respondents

Figure 9 Age Composition of Tourist/Customer respondents



The results as shown in figure 9 above, 18% of the respondents who participated in the study were between ages of 21 to 30, while 47.3% were between 31-40 years; 30% of respondents are in the range of 41-50years. And 4% were above 50 years.

Majority of the travelers are between the age of 31-40 and 41 to 50 years. This showed that these Tourists/Customers had good life experience and hotel experience. Mostly International tourists do have an experience of travelling all over the world and they are being accommodated in international tourist hotels. These travellers are well versed with the style of services the hotels are rendering and what the service standard of hotels all about. Therefore, the five star hotels in Addis Ababa can benefit from the comments delivered from these customers either positively or negatively.

On the other hand, since 47.3% of customers were between the age of 20 to 30. To make this argument concrete, data concerning the purpose of visit of guests had to be collected from each hotel understudy by the researcher. But the hotel managers were not willing to release guests' data to the outsiders. And they did not allow the researcher to have an access to interrogate with tourists. The researcher recommends further research to be made. In general, the marketers of the hotels understudy can use these data for the segmentation of their Tourists/Customers. And also these hotels can take it as an opportunity to study the variety seeking behavior (VSB) of these diversified travellers.

4.11 Customer Relationship Management Practices from Customers/Tourists Point of View.

In this part customers/tourists were asked to forward their responses for the questionnaires designed to check the practices of CRM in five star hotels in Addis Ababa. Seven major questionnaires were selected for the purpose of analysis as indicated in table 10 below.

Table 11 Customer relationship management practices from customers/tourists

No	Questionnaires	Choice	Frequency	Percent	Mean
1	Quick response to calls	Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Total	106 37 5 1 1 150	70.7 24.7 3.3 .7 .7 100.0	1.3600
2	Meeting the request of guests within suitable time.	Strongly Agree Agree Neither agree nor Disagree Disagree Strongly disagree Total	96 48 5 0 1 150	64.0 32.0 3.3 0 .7 100.0	1.4133
3	Staff/Personnel appropriate behavior.	Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Total	88 54 6 1 1 150	58.7 36.0 4.0 .7 .7 100.0	1.4867
4	Access to hotel information via Internet.	Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Total	64 71 11 3 1 150	42.7 47.3 7.3 2.0 .7 100.0	1.7533
5	Internet service in rooms.	Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Total	81 53 9 3 4 150	54.0 35.3 6.0 2.0 2.7 100.0	1.6400
6	Accepting cancellation of reservation by the hotel is of special importance.	Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Total	74 59 12 4 1 150	49.3 39.3 8.0 2.7 .7 100.0	1.6600
7	Providing customized services at the time of check-in and during stay.	Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Total	82 50 13 3 1 150	54.7 33.3 8.7 2.0 .7 100.0	1.7267

As indicated in table 11 above seven CRM practices were selected to be checked with tourists/customers. For all questionnaires the majority of choices of tourists/customers were “strongly agree” and “Agree”. On contrary, very few tourists/customers said “Disagree “.The tourist/customer respondents confirmed that the hotels understudy have made their best to maintain their standard of services. the confirmation implied that the five star rated hotels in Addis Ababa quickly responded to tourists’ calls, they were courteous enough to their customers, and tourists/customers were comfortable with accessing to hotels information. And it showed that the hotels have developed their ICT (Information Communication Technology). The finding showed that all the hotels understudy provided Internet service in their guest rooms. But when the researcher made an Interview with Marketing and sales managers and with Front Office managers of the hotels, the Interviewee confirmed that there were continuous interruption (breakdown) with Internet service. They certified that the cause for occurrence of this problem was not from part of the hotels. But rather it was from the concerned Governmental organization. Or it was generally the problem of the country. Respondents confirmed that “accepting of cancellation of reservation by the hotels was of special importance”. This implied that hotels were not rigid with the acceptance and cancellation of reservations. They were flexible with handling of guests’ reservation requests carefully. The respondents ascertained that the hotels were providing customized services at the time of check-in and during stay to their Tourists/Customers. This part of the service was also embodied in CRM. And as a result of this service the hotels abled to retain large number of Tourists and created Customer loyalty.

According to the observation made by the researcher, these hotels lacked important resources like that of employees who are knowledgeable, skilled and with positive attitude. This affects the standard and quality of services. That is why some of the respondents (guests) refrained to say either agree nor disagree. They preferred not to take any stand.

Since customer relationship management in hotels is a task with full of challenges, hotel owners, Managers, and employees in general should give rapt attention to each daily routine tasks and should able to satisfy the needs and wants of their customers. They have to check whether the guests are receiving appropriate service or not. To do this effectively, they have to develop feed-back collection mechanism. Service quality assurance is not a one-time task. It is a daily, weekly, monthly, and yearly performance.

Through the observation, the researcher able to notice that a number of things did not work in the rooms including TV. Some of the TVs need to be shut down, unplug and re-plug to make them work. The breakfast choice was limited. These hotels must look into the maintenance of the rooms. Some of the hotels understudy were the noisiest. Most of them are facing roads and are in close proximity to streets. Their windows were not double glazed or not sound prove. The researcher personally interrogated with some of the customers/tourists during the observation program and found out that they are continuously complaining of dalliance of services of these hotels. These problems are not expected or tolerable at five star hotels. Therefore, the implementation of customer relationship management system avoids these types of man-made problems.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter is divided into the following sections; the conclusions, recommendations for policy and practice, limitations of the study and the suggestions for further research.

5.2 Conclusion

From the information obtained through analysis, the following conclusions are drawn.

- Regarding customer loyalty, retention and value, hotels understudied gave little attention for measuring customer satisfaction rate and there is no organized complaints handling mechanism. In addition to these, there was no loyalty program to enhance purchasing patterns and identifies current and future opportunities.
- The hotels continuously strived to get additional customer through their Marketing staff and the problem was that there was no yard stick to measure acquisition number, profitability of new customer, response rate, sales success rate, and customer contact rate. There was no appropriate response time for most of customer complaints. Does not have regular feedback gathering and complaint resolving mechanism, no retention program, delayed customer order from the kitchens *and bars. And there is some weakness on formulating of suitable strategy for retaining existing customers and attract new customers. With respect to information technology, the hotels understudy have developed ICT. But the researcher found out that these hotels are still remaining with implementing the recent developed software. This affected to certain extent the quality service of the hotels.
- Concerning employees of the hotels, most of the employees' behaviors result revealed that there was good relationship between Customers and Employees. Customers showed their positive response for the quality service offered by employees and they got satisfied with the relationship they had with staff of the hotels.

In addition to these most employees are satisfied with the working environment of the hotels for implementation of CRM. But the researcher realized that there are certain areas of the hotels which were not conducive for providing quality service.

- As per the research findings, most of the employees working with hotels understudy were not educated well. There was serious problem with skilled labor. During discussion made with Interviewee almost all of them said that the hotel Industry currently suffering from lack of skilled labor. They said that the owners of the hotels assign their relatives, sons and daughters who have never gone to hotel training centers. Theses interviewee further explained about the critical problem with professional training centers. They said their standard of education is substandard. There is no government body which seriously control and supervise on them. Because of real shortage of trained hotel professionals, some of the owners of the hotels understudy brought hotel professional managers from abroad (from overseas). To site an example, Marriot hotel apartment and Getfam hotels.
- According to the 2015 skilled human power survey of tourism and hotel sectors (CTTI; 2015). There will be 60 new hotels with some 6000 additional rooms to be completed between 2016 and 2020. Based on a staff to room ratio 1:1.2, approximately 4990 new vacancies will be created in the next five years of these new hotels. The development of these new hotels reflects the positive projection of potential visitors who may travel to Ethiopia in future and indicate an upward demand in manpower requirements to cope with the industry development. Regarding strategic alignment of the hotels there was no organized training program for creating awareness, perception, and educating employees about basic customer service and complaints handling, product knowledge. With respect to incentives and reward system, there were some gaps in giving recognition and celebrations of contributions of every individual effort into accounts for accelerating the servicing of customers particularly with CRM perspectives. Besides this, even if the hotels' structures are good enough in serving customers the CRM initiation would not be effective. There is no common understanding of the benefits of CRM by all employees.
- With respect to work culture, each division of the hotels should work in harmonized and synchronized manner. There are situations where some of the hotels' working units do not work in harmonized manner. So, to implement CRM fully, all departments of each hotel understudy should work in harmonized manner. Simultaneously the top and senior management has no initiation in accepting implementation of changes process. The reason behind this is that the owners' awareness about accepting changes culture is

backward. In addition to these, there was no organized customer survey program as well as no customer knowledge creation program so as to boost up the sales volume as well as facilitations for CRM implementation. Therefore, awareness creation and proper training should be given to hotel owners and managers of the hotels. Employees have to offer undivided attention to their customers and have to have customer centric attitude. And all staff of the hotels should strive for the full implementation of CRM in their hotels.

- Because of limited understanding about the significance of CRM, they have encountered with problems like not fully utilizing the benefits and strategies of CRM and improve their quality services which would create customer satisfaction, customer loyalty, and customer retention.

To generalize, it is important for five star hotels to know that analysis of the changing customer tastes, trends and preferences are critical step to understand how best to bridge customer's acquisition and retention with key focus on relationship management efforts.

5.3 Recommendation for Policy and Practices

With regard to the findings obtained from data analysis, researcher is hereby put forward the following recommendation as reflections of what have been observed in the study undertaken at five star rated hotels in Addis Ababa.

Hotels in Addis Ababa/Ethiopia have huge potential in maximizing customer traffic and revenue. Hence CRM practices are an important strategy in fostering a sustainable competitive advantage in business. The market place will continue to have new products and services competing for same customers. Therefore, the researcher recommends that each five star rated hotels in Addis Ababa should have an independent CRM department whose duties will be following up of implementation of CRM and making maximum effort in minimizing the challenges the hotels are facing.

- The management and owners of five star rated hotels in Addis Ababa have to show their maximum effort in utilizing the finding of this research as an input to implement CRM practices fully in their hotels so that they can offer quality service to their tourists/customers. They can assure customer satisfaction and exist in the market as good competitors.

- If CRM to be implemented in the hotels effectively, the findings of this research should be used by policy makers and government to formulate policy and guideline. This helps the hotel managers and employees to follow proper procedure in the course of CRM implementation.
- Researchers and hotel managers can use the findings for the purpose of further study. This further study helps for the development knowledge on the implementation and practice of CRM.
- The hotels should think of giving modern and updated training to their employees. The professional ability of their employees will serve as a competency and base of competitive advantage for the hotels.

Because, human resource is the only organization resource which cannot be imitated or copied. Capacity building for hotel owners is mandatory. They have to be trained on tourism and hospitality management systems.

- The hotels understudy and even other hotels in the country should able to create conducive work environment for their employees. The owners of the five star hotels have to fulfill and provide their employees with working machineries, equipment, and materials to be used for daily performance.
- Five star hotels should invest in CRM software that will enable them to improve customer services further. Through improved services, customer retention can be achieved. And helps for developing a customer database which allows the hotel to provide a consistent service at any time.
- Integrating CRM with Existing Systems is mandatory. Once the integration is over, management and employees of the hotels can perform their jobs comfortably.
- For the hotels understudy, in order to have reliable implementation of CRM, they have to have partners. Whenever they encounter problems with the implementation of CRM, the partner can offer consultation.
- Hotels should have a strong customer focus personnel, responsive organizational structure with organizational goodwill and muscle to implement CRM practices since the success of the firm rests on it.

The researcher wanted to conclude the recommendation part by saying if the hotels implement all the above recommendations, they can maximize the satisfaction and retention level of their customers more than they attained now and through this the hotels can maximize their profit.

5.4 Implications of the Findings

The findings of this research guides to a number of important implications pertaining to organizations interested in the adoption of CRM strategies and practices. Advice could easily be deduced from the following advices.

- Making an advance critical assessment of the hotels is important where they stand in terms of customer service, customer satisfaction, and their contact system's efficiency before any decision is made to adopt CRM. Customer relationships can be managed in ways that may not necessarily require huge investments in technology.
- Expert consultants should be available for hotel managers both from outside and inside when they strive to gain sufficient advance knowledge to understand the business improvement opportunities that CRM can provide.
- The managers of the hotels should enforce middle level management members and employees to exchange information on their CRM implementation with their counterparts in other parts of the hotels regularly. For CRM to succeed in five star hotels in Addis Ababa, managers should carefully consider in advance cultural impacts and language barriers.
- Quality is one of the important litmus tests which customers use to differentiate between the services offered by different organizations. Therefore, making on-going improvements to the quality of service and/or product is vital for the success of all CRM initiatives. Installing CRM before creating a customer-focused hotel would be a big mistake.
- In order to obtain continuous improvements, hotel managers and owners should offer rewards to their workers. Staff should be given the chance to participate and propose ideas for making improvements in a systematic and structured manner.

5.5 Recommendation for Future Research

Far from the results attained through this research, the researcher wishes to address some areas which are not included in this study and which needed further research.

- This research focuses on hotel industry only. The researcher suggests that if further research is made on the service industry entirely, it will be possible to know the level of satisfaction, loyalty, and retention of customers.
- This research considered the selected five star rated hotels in Addis Ababa but not the rest of the hotels in Addis Ababa and in the country as a whole. So, research has to be conducted with the rest of the hotels too, so that CRM will be implemented in all hotels in future.
- Another important future research study which could be conducted could be to explore in greater depth the cultural barriers in hotels in Ethiopia that are impeding the development of CRM as fast as possible.
- Future research regarding this topic can be extended to include level of service quality in other service providers, for example: in lodges, health cares, insurance companies, in banking, schools, and consulting companies.
- The researcher recommends conducting the manpower survey once every two years to assess the manpower demand and supply in the industry. Another issue is conducting a comprehensive study on the impact of unskilled labor on profitability of tourism/hospitality establishments. This research can be done by hotel colleges in different universities and hotel professionals training centers found in different parts of the country.
- Customer satisfaction can only be improved when hotels will be in a position of creating good customer care. And hence, hotels can develop good CRM program which encourages customer loyalty and retention.

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**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF DEVELOPMENT STUDIES
TOURISM DEVELOPMENT AND MANAGEMENT**

(Questionnaires for Hotel Employees)

Dear Respondent,

Survey: Hotel's Customer Relationship Management (CRM) Practices

Dear Respondent,

My Name is Mulugeta Eshete, I am a post graduate student at Addis Ababa University College of development studies with specific field of study of " Tourism Development and Management ". The title of my research topic is "Customer relationship management in five Star rated hotels in Addis Ababa. The study tries to investigate the existing problems in these selected Hotels. After data collection analyses will be made and will come up with strategy and policy recommendations. The study further assists Hotel owners and managers to improve their standard of quality service to customers. This will create customer satisfaction which will in turn helps to increase the number of travellers/visitors. This study also contributes for the development of Tourism globally and in Ethiopia particularly. Therefore, your participation in this survey is very important. Participation in this survey is entirely voluntary. The questionnaire should only take you 10 to 15 minutes. You can leave the completed and filled questionnaires with front desk/reception staff of the Hotel.

Cellphone: 0900871110

Email: mulugetaeshete230@gmail.com

Questionnaires for Hotel Employees

SECTION 1: GENERAL INFORMATION

This section is intended to obtain general information in relation to the hotel.

1.1 Name of the Hotel-----

1.2 Location of the Hotel-----

1.3 Level of star-----

1.4 Ownership:

Public:-----

Private-----

1.6. Year of establishment-----

1.7 Single room tariff -----

1.8 GENDER OF REPENDENT:

- Male
- Female

1.9 JOB LEVEL/POSITION: -----

1.10 AGE OF RESPONDENT :

- Below 20
- 21 -30
- 31 –40
- 41 -50
- Over 50

1.11 YEARS OF OPERATION:

- less than 5 years
- 5 –9 years
- 10 –15 years
- 16 -20 years
- more than 20 years

1.12 EXPERIENCE OF RESPONDENT:

- less than 1 year
- less than 2 years
- less than 5 years
- less than 10 years
- less than 20 years

1.13 EDUCATIONAL LEVEL OF RESPONDENT:

- Diploma
- Associate Degree
- Bachelor Degree
- Master Degree
- PhD

2. Are you aware about the concept and benefits of Customer Relationship Management (CRM)?

- Yes
- No

3. Does your hotel follow the CRM approach?

- Yes
- No

4. Has your hotel ever trained you on CRM?

- Yes
- No

5. Do you participate in gathering and organizing information about your customers?

- Yes
- No

6. Do you identify the different needs of your customers?

7. The following statements concern the CRM practices of your hotel. Please indicate the extent of your agreement or disagreement with each statement by typing 'x' in the box corresponding to a number from 1 to 5 that represents your level of agreement or disagreement.

Key:

1	2	3	4	5
Strongly disagree	disagree	Neither Agree Nor Disagree	agree	Strongly Agree

		1	2	3	4	5
1	Through ongoing dialogue, I work with individual key customers to customize our offerings					
2	My hotel provides customized services and products to our key customers.					
3	My Hotel makes an effort to find out what our key customer needs.					
4	When my Hotel finds that customers would like to modify a product/service, the departments involved make coordinated efforts to do so.					
5	My Hotel has the sales and marketing expertise and resources to succeed in CRM.					
6	Our employee training programs are designed to develop the skills required for acquiring and deepening customer relationships.					
7	My Hotel has established clear business goals related to customer acquisition, development, retention, and reactivation.					
8	Employee performance is measured and rewarded based on meeting customer needs and on successfully serving the customer.					
9	Our Hotel structure is meticulously designed around our customers.					
10	I as an employee of this Hotel is willing to help customers in a responsive manner.					
11	My organization fully understands the needs of our key customers via knowledge leaning.					
12	My Hotel provides channels to enable ongoing, two-way communication with our key customers and us.					
13	Customers can expect prompt service from employees of my Hotel.					
14	My Hotel has the right technical personnel to provide technical support for the utilization of computer technology in building customer relationships.					
15	My Hotel has the right software to serve our customers.					
16	My Hotel has the right hardware to serve our customers.					
17	My Hotel maintains a comprehensive database of our customers.					
18	Individual customer information is available at every point of contact.					

ADDIS ABABA UNIVERSITY
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TOURISM DEVELOPMENT AND MANAGEMENT
(Questionnaires for Hotel Guests/Customers)

Dear Respondent,

Survey: Hotel's Customer Relationship Management (CRM) Practices

Dear Respondent,

My Name is MulugetaEshete, I am a post graduate student at Addis Ababa University College of development studies with specific field of study of " Tourism Development and Management ". The title of my research topic is "Customer relationship management in five Star rated hotels in Addis Ababa. The study tries to investigate the existing problems in these selected Hotels. After data collection analyses will be made and will come up with strategy and policy recommendations. The study further assists Hotel owners and managers to improve their standard of quality service to customers. This will create customer satisfaction which will in turn helps to increase the number of travellers/visitors. This study also contributes for the development of Tourism globally and in Ethiopia particularly. Therefore, your participation in this survey is very important. Participation in this survey is entirely voluntary. The questionnaire should only take you 10 to 15 minutes. You can leave the completed and filled questionnaires with front desk/reception staff of the Hotel.

Cellphone: 0900871110

Email: mulugetaeshete230@gmail.com

Questionnaires for customers

1. I consent to participate in this research

- Yes I consent
- No I don't consent

2. Name -----

3. Occupation

- Business
- Salaried
- Professionals
- Any other (specify)

4. Family Income

- Less than 200000
- 200001 to 500000
- 500001 to 1000000
- More than 1000000

5. Which year were you born in? -----

6. Age

- 1-20
- 21-30
- 31-40
- 41-50
- Above 50

7. Gender

- Male
- Female

8. Have you have taken international trips to the same destination two or more times for holiday within the last five years and stayed at hotels?

- Yes
- No

9. With whom have you mostly visited this Hotel?

- Alone
- Partner
- Family with children
- Extended family
- Friends
- Other (Please state) _____

10. From the following statements, please select the one that best describes your visits at this destination.

- I visited the same location and the same hotel each time (1)
- I visited the same location and different hotels each time (2)
- I visited different locations and different hotels each time (3)
- I visited different locations and the same brand of hotel/hotel chain each time (4)

11. Please indicate why you stayed at the same hotel brand/chain each time you visited this destination where: 1= strongly disagree, 2=disagree, 3= not sure, 4=agree, and 5= strongly agree

I went to the same hotel each time because of:	1	2	3	4	5
Their exceptional customer service					
The convenience					
Less risk involved than going to a different hotel brand/chain					
Value for money					
The convenient location					
Special offers (e.g. discounts)when repeat visit					
The membership in loyalty programs					
Other, please state					

12. Please indicate why you stayed at different hotels when you visited this destination, where: 1= strongly disagree, 2=disagree, 3= not sure, 4=agree, and 5= strongly agree

I went to different hotels because I:	1	2	3	4	5
Was dissatisfied with the previous hotels					
Found a cheaper hotel					
Like variety in my hotel selection					
Visited different locations (town, city, and village)					
I went with different parties each time					
Other (Please state)					

13. Please rank the following factors based on the importance you gave them when you were planning your holiday at this destination using, 1=most important, 2=important and 3=least important

_____ The season (whether it is peak or off peak)

_____ Accommodation (2)

_____ Activities I will engage in when on holiday (3)

14. Please indicate the extent to which the following statements describe your hotel experience when you were at this destination, where: 1= strongly disagree, 2=disagree, 3= not sure, 4=agree, and 5= strongly agree.

	1	2	3	4	5
During my holiday I					
Spent most of my time relaxing at the hotel					
Spent most of my time relaxing outside the hotel					
Used most of my time using the facilities at the hotel (e. gspa, gym pool)					
Spent most of my time exploring the country than staying at the hotel					

15. Are you aware about the customer relationship management concept?

- Yes
- No

16. Please rate the scale from 1-5 according to your satisfaction with the CRM practices followed by the hotel.

s.no	Statement	Strongly agree	agree	Neutral	Disagree	Strongly disagree
1	Quick response to calls					
2	Meeting the request of guests with in suitable time					
3	Staff/personnel appropriate behavior					
4	Attending customer complaints					
5	Access to hotel information via internet					
6	Filling out the feedback from via internet provides more convenience					
7	24 hours online reservations					
8	Accepting cancellation of reservation by the hotel is of special importance.					
9	Internet services in rooms					
10	The hotel should have a user friendly website					
11	Reservation via internet increases the probability of hotel selection					
12	Paying the bills by credit cards					
13	Seeing a personal welcome message on room's TV after checking in					
14	Applying special services like film/music on demand					
15	Access to room service via internet					
16	Providing customized services at the time of check – in and during stay					
17	Sending wishes for new year, birth day and wedding anniversary results in more satisfaction.					
18	Advertising about discounts and special prices of each season					
19	Having baby sitter service is necessary for the hotel					
20	Offering city tour to interested customers					
21	Sending welcome note from hotel management to rooms					
22	Having membership of hotel encourages customer to stay in that hotel					
23	Receiving a complementary Juice/tea as refreshment at the time of check-in					

17. According to you how far CRM is important for any hotel? Please, rate the following.

s.no	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Increase customer satisfaction					
2	Increase market share					
3	Increase customer loyalty					
4	Profitability increases					
5	Enhances lifetime value of customer					

18. If you want to travel, what services do you prefer in your room?

- a. Fax
- b. Internet
- c. Laptop
- d. Direct line of phone
- e. Answering phone
- f. Xerox machine
- g. Office equipment
- h. Any other (-----)

19. In case of follow up advertising which way you prefer better? Rank in order of preferences:

- Sms
- E-mail
- Receiving letters
- Telephone

20. How did you get reservation done in this Hotel?

- a. Internet
- b. Phone
- c. Travel Agency
- d. Any other (-----)

21. How was this hotel introduced to you?

- a. Travel Agency
- b. Previous experience
- c. Via internet
- d. Other recommendations

22. Have you referred the Hotel to any of the following?

- a. Friends
- b. Relative
- c. Business associates
- d. Any other (-----)

23. Do you need more services that are offered by the Hotel? If yes please specify.

- Yes
 - No
-

24. Have you faced any problem with regard to the Hotel and its services? If yes, what?

- Yes
 - No
-

25. If yes, did you complain about it?

- Yes
- No

26. If yes, was the Hotel able to handle the complaint and satisfy you?

- Yes
- No

27. Did you intend to stay in this hotel in future? If no, why not?

- Yes
- no

ADDIS ABABA UNIVERSITY
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TOURISM DEVELOPMENT AND MANAGEMENT

Letter of Introduction

Dear Respondent,

Survey: Hotel's Customer Relationship Management (CRM) Practices

In this epoch, many changes have taken place in marketing strategy, from promotion to direct marketing to the incredible growth of the World Wide Web and e-commerce. In the marketing scenario this has led to a major shift from a seller's market to a buyer's market. Nowadays, due to this shift, the consumer's significance in determining a firm's marketing strategies has assumed greater importance. It is the consumer who increasingly dictates the terms of marketing transactions. Due to this shift, companies are considering formulating business strategies that incorporate increased consumers' roles. The shift in this strategy is a new phenomenon, and many companies have started formulating strategies along this line. There are, however, some companies who develop strategies and tactics based on traditional marketing philosophies. To date, not much research has been done to explore the marketing practices of Hotels in Ethiopia. This project explores whether the perceived shift in marketing philosophy is a reality or a myth. To investigate this we need to obtain data on your perceptions of your Hotel's CRM orientation.

We need your help and would appreciate your sparing 15 minutes to complete the attached questionnaire and answer the questions related to CRM practices in your Hotel. Results will be used to help and expand our knowledge and understanding of any major shift in CRM practices. All answers will be kept strictly confidential and only aggregate results will be reported. To thank you for your participation in this study, I will send you free of charge a summary of the results from the completed questionnaires I receive. Thanks for your help

አዲስ አበባ ዩኒቨርሲቲ

የሀገር ልማት ጥናት ኮሌጅ

የቱሪዝም ልማትና እድገት ትምሕርት ክፍል

(ለሆቴል ሠራተኞች ብቻ- ሥራ አስኪያጆችን አይመለከትም)

እኔ ሙሉ-ጌታ እሸቴ የአዲስ አበባ ዩኒቨርሲቲ የሀገር ልማት ጥናት ኮሌጅ የቱሪዝም ልማትና እድገት ትምህርት ክፍል የ2ኛ ዲግሪ ተማሪ ስሆን በአሁኑ ሰዓት የመመረቂያ ፅሁፌን “ Customer Relationship Management in five Star rated hotels in Addis Ababa”. በሚል ርእስ ላይ እየሠራሁ እገኛለሁ።

ይህ ጥናት የሚያተኩረው ዛሬ በኢትዮጵያ በተለይ ደግሞ በአዲስ አበባ ያሉ ሆቴሎች እየሰጡ ያለው አገልግሎት ጥራት ሲለካ ደንበኞችን የመሳብ፤ የማቆየት፤ እና ተመላልሰው እንዲመጡ በማድረግ እርካታቸውን የማሳደግ ብቃት ሳይንሳዊ በሆነ መንገድ ሲታይ (ሲጠና) ብቁ መሆኑን ለማረጋገጥ ነው። ይህንን ዘመናዊ የአገልግሎት አሰጣጥ ሥርዓት ለማረጋገጥ ደግሞ “ የደንበኞች ግንኙነት አስተዳደር (Customer Relationship Management) “ በእነኚህ ባለ አምስት ኮከብ ሆቴሎች ውስጥ እየተተገበረ መሆኑን በጥናት ማረጋገጥ የዚህ ጥናት ዋናው አላማ ነው። ይህ ጥናት ለሀገራችን የቱሪዝም እድገት የራሱ የሆነ ሚና የሚጫወት ሲሆን፤ በዘርፉ ጥናት ለማድረግ ለሚፈልጉ ተመራማሪዎችም እንደግብአት ያገለግላል።

ይህንን መጠይቅ እንዲሞሉልኝ ስጠይቁዎት እንደአንድ ተሳታፊ የሚመልሱት መልስ ወይም የሚሰጡት ሀሳብ ለጥናቱ እንደ መጀመርያ ደረጃ መረጃ ያገለግላል። ለሚጠየቁት ጥያቄዎች የሚሰጡት መልስ እርስዎ እንደሰጡት የማይታወቅና በመለሱት መልስ ምንም አይነት የደህንነት ችግር እንደማይደርስብዎት ከወዲሁ ማረጋገጥ እፈልጋለሁ። የዚህ ጥናት ዋና ዓላማ ለትምህርታዊ ጉዳይ ብቻ መሆኑን ማሳወቅ እፈልጋለሁ። በመጨረሻም ለጥናቱ መሳካት ለሚያደርጉት ትብብር ከወዲሁ ልባዊ ምስጋናዬን አቀርባለሁ።

ከሰላምታ ጋር

ሙሉ-ጌታ እሸቴ

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ክፍል አንድ፡ አጠቃላይ ስለ ሚሠሩበት ሆቴል መረጃ መስጠትን ይመለከታል

- 1.1 የሆቴሉ ስም -----
- 1.2 ሆቴሉ የሚገኝበት ቦታ (አቅጣጫ) -----
- 1.3 የሆቴሉ የኮከብ ደረጃ-----
- 1.4 ሆቴሉ የተመሰረተበት (ሥራ የጀመረበት) ጊዜ -----
- 1.5 የተጠያቂው (ምላሽ ሰጪው) ፆታ፤
 - ወንድ-----
 - ሴት-----
- 1.6 የሥራ ደረጃ (ኃላፊነት)፤-----
- 1.7 የተጠያቂው (ምላሽ ሰጪው) እድሜ፤
 - ከ20 በታች
 - 21 — 30
 - 31 — 40
 - 41 — 50
 - ከ50 በላይ
- 1.8 ሆቴሉ አገልግት በስጠት ከጀመረ ስንት አመት ሆነው?
 - ከ 5 አመት በታች
 - 5 -9 አመት
 - 10 — 15 አመት
 - 16 — 20 አመት
 - ከ 20 አመት በላይ
- 1.9 የተጠያቂው(ምላሽ ሰጪው) የሥራ ልምድ
 - ከ1 አመት በታች
 - ከ2 አመት በታች
 - ከ5 አመት በታች
 - ከ10 አመት በታች
 - ከ20 አመት በታች
- 1.10 የተጠያቂው (ምላሽ ሰጪው) የትምህርት ደረጃ
 - 12 ክፍልና ከዚያ በታች
 - ከ1 — 5 ደረጃ
 - ዲፕሎማ
 - የመጀመርያ ዲግሪ
 - ማስተርስ (ሁለተኛ ዲግሪ)
 - ዶክተር

ክፍል - ሁለት

ይህ ክፍል “ የደንበኛ አገልግሎት አስተዳደር” በሚሠሩበት ሆቴል ውስጥ እንዴት እየተተገበረ እንደሆነ የሚጠይቅ ስለሆነ በጥንቃቄ ይመልሱ

2. ስለ ደንበኛ ግንኙነት አስተዳደር (ከስተመር ሪሴፕሽን ማኔጅመንት) ያለዎት የግንዛቤ ደረጃ ምን ያል ነው?
 - ግንዛቤው በከፍተኛ ደረጃ አለኝ
 - ግንዛቤው አለኝ
 - ግንዛቤው በከፊል አለኝ
 - ፈፅሎ ግንዛቤው የለኝም
3. ሆቴልዎት በደንበኛ ግንኙነት አስተዳደር (በከስተመር ሪሴፕሽን ማኔጅመንት) ላይ ሥልጠና ሰጥቶዎት ያውቃል?
 - ያውቃል
 - አያውቅም
4. ከሚከተሉት የደንበኞች ግንኙነት አስተዳደር (ከስተመር ሪሴፕሽን ማኔጅመንት) የመገናኛ መሣርያዎች ውስጥ ሆቴልዎት የትኛውን ጥቅም ላይ ያውላል? (ከአንድ መልስ በላይ መምረጥ ይችላሉ)
 - ሥልክ
 - ኢሜል
 - ድረገፅ (ዌብሳይት)
 - ፖስታ ሣጥን
5. ሆቴልዎትን ለማስተዋወቅ ከሚከተሉት የደንበኞች አገልግሎት (ከስተመር ሪሴፕሽን ማኔጅመንት) ስትራቴጂዎች ውስጥ የትኛውን ይጠቀማሉ ? (ከአንድ መልስ በላይ መምረጥ ይችላሉ)
 - አድቨርታይዜንግ
 - ፕሮሞሽን
 - ቀጥታና ኢንተርአክቲቭ ማርኬቲንግ
 - ኤቭንትስና ኤክስፔርያንስ
 - የሕዝብ ግንኙነቶችና ፐብሊሲቲ
 - ኢንተርናሽናል ኤጀንቶች
6. ከሚከተሉት ወስጥ የደንበኞች ግንኙነት አስተዳደርን (ከስተመር ሪሴፕሽን ማኔጅመንትን) በሆቴልዎት ውስጥ በመተግበሩ የተገኘ ጠቀሜታ ነው የሚሉትን ይምረጡ (ከአንድ መልስ በላይ መምረጥ ይችላሉ)
 - የደንበኛ እርካታ ይጨምራል
 - የገበያ ድርሻ ይጨምራል
 - ትርፋማነት ይጨምራል
 - በቅደምሰነት የደንበኛ አስፈላጊነትን (ዕቅድነት) ያበረታታል
 - ደንበኛ በቋሚነት እንዲኖር ይረዳል
 - ሁሉም ጠቀሜታ ናቸው

7. የደንበኛ ግንኙነት አስተዳደርን (ከስተመር ሪሌቨንሺፕ ማኔጅመንትን) በሆቴላችሁ ውስጥ በመተግበር ሂደት ላይ ያጋጠመ ተግዳሮት (ችግር) ያለ ይመስልዎታል ?

- አለ
- የለም

8. መልስዎት አለ ከሆነ ተግዳሮቱ ወይም ችግሩ ምን እንደሆነ በአጭሩ ይግለፁ -----

9. ከዚህ ቀጥሎ ያሉት አረፍተ ነገሮች በሆቴሎዎት ወስጥ የደንበኞች ግንኙነት አስተዳደር (ከስተመር ሪሌቨንሺፕ ማኔጅመንት) ምን ያህል ተግባር ላይ እየዋለ እንደሆነ ለማረጋገጥ ስለሚረዳ በእያንዳንዱ መጠይቅ ፊት ለፊት ባለው (በተመለከተው) ሣጥን ውስጥ መስማማት አለመስማማትዎን ለመግለፅ “ አዎን” ወይም “አይደለም “ በሚሉት ቃላት ሥር () ይጻፉ:

		አዎን	አይደለም
1	የሚሠሩበት ሆቴል ለደንበኞች/ቴሪስቶች ጥራት ያለው ወይም ደረጃውን የተጠበቀ አገልግሎት ይሠጣል ?		
2	የሚሠሩበት ሆቴል የደንበኞቹን ፍላጎት ለማወቅ ሁሌ ጥረት ያደርጋል ?		
3	ሆቴላችሁ የቁልፍ ደንበኞቹን ፍላጎት ለይቶ ለማወቅ ጥረት ያደርጋል ?		
4	የሚሠሩበት ሆቴል ደንበኞቹ የሚፈልጉትን የአገልግሎት አይነት መለወጥ መፈለጋቸውን ሲያወቅ ወይም ሲረዳ የሚመለከታቸው የሥራ ክፍሎች ተባብረው የእንግዳውን ጥያቄ እንዲመልሱ ጥረት ያደርጋል ?		
5	የደንበኛ ግንኙነት አስተዳደርን (ከስተመር ሪሌቨንሺፕ ማኔጅመንትን) በሆቴላችሁ ውስጥ ውጤታማ ለማድረግ ሆቴሉ ይህንን የሚተገብሩ የገበያ ኤክስፐርቶች አሉት ?		
6	ሆቴሉ የሠራተኞቹን የሥልጠና ፕሮግራም የቀረበው፤ የደንበኞችን ግንኙነት ለማጠናከርና ለማስረጃ የሚረዳ ክህሎት ለማሳደግ ብሎ ነው ?		
7	ሆቴሉ ደንበኞች የሚያገኝበት፤ የሚያገለብትበት፤ የሚይዝበት እና የሚያበረታታበት ግልፅ የንግድ (ቢዚነስ) ግብ አስቀምጦ ይንቀሳቀሳል ?		
8	የሠራተኞች የሥራ አፈፃፀም ተለክቶ ሽልማት የሚሠጠው የደንበኞችን ፍላጎት ማሟላት እና ውጤታማ የሆነ አገልግሎት መስጠት ሲቻል ብቻ ነው ?		
10	እርስዎ እንደዚህ ሆቴል ሠራተኛ ደንበኞችን በኃላፊነት ስሜት ለማስተናገድ ፈቃደኛ ነኝ ብለው ያምናሉ ?		
11	የሚሠሩበት ሆቴል ደንበኞቹን/ቴሪስቶችን ፍላጎት ለማወቅ ባለው ዝንባሌ ወይም ፍላጎት መሠረት ተጠንቅቆ ይሠራል ?		
12	የሚሠሩበት ሆቴል በሠራተኛውና በእንግዳው(ደንበኛው) መካከል ቀጣይና የሁለትዮሽ ግንኙነት እንዲኖር መንገድ ይፈጥራል (ይጥራል) ?		
13	ደንበኞች ከሆቴላችሁ ሠራተኞች ፈጣን የሆነ አገልግሎት ማግኘት እንደሚችሉ ይጠብቃሉ (ይፈልጋሉ) ?		
14	ደንበኞች የኮምፒውተር ቴክኖሎጂ ተጠቃሚ እንዲሆኑና የደንበኞች ግንኙነትን ለመገንባት የምሠራበት ሆቴል ተክክለኛ የቴክኒክ ብቃት ያላቸው ሠራተኞች አሉት ብለው ያምናሉ ?		
15	የሚሠሩበት ሆቴል ደንበኞችን ለማስተናገድ የሚያስችል ተክክለኛ የኮምፒውተር ፕሮግራም (ሶፍትዌር) አለው ?		
16	የሚሠሩበት ሆቴል ደንበኞችን ለማስተናገድ የሚያስችል ተክክለኛ ሀርድዌር አለው ?		
17	የሚሠሩበት ሆቴል የደንበኞቹን የተሟላ ውሂብ (ዳታቤዝ) መዘግቦ ይይዛል ?		

10. የደንበኛ ግንኙነት አስተዳደር (ከስተመር ሪሌቨንሺፕ ማኔጅመንት) በሆቴልዎት ውስጥ በመተግበሩ የተገኘውን (ያስገኘውን) ጠቀሜታ በአጭሩ ቢገልፁ
