

The Analysis of Implementation of Customer Relationship Management on the Five-Star Hotels in North Cyprus

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Abstract

The lodging business has transitioned enormously in the present day world, having been the shift on the accentuation of the client activities has been driven by the need to diminish operation expenses, influence ventures, enhance items and administrations, achieve the clients, and lastly partake in the worldwide town viably. In this manner, the client relationship administration frameworks guarantees sufficient center of the business directors and administration suppliers to their regarded clients by rethinking their business methodologies. This exploration paper has accordingly considered these components concerning the case usage of the client relationship administration frameworks into the selected seven of Five-Star inns situated in North Cyprus (Rocks Hotel Casino, Acapulco Beach Club, Merit Park Hotel and Casino, Malpas Hotel, Merit Crystal Cove Hotel, Grand Pasha, and Cratos Premium Hotel and Casino). The strategy connected to guarantee fruitful culmination of the study and resulting examination of the outcomes incorporated the utilization of polls that were reacted to by the workers of the selected five-star inns and their regarded clients, notwithstanding perception system on the efficient stream of data/different operations. For this situation, the arrangement of the customer relationship management (CRM) was concentrated on regarding the arrangement of the lodgings' administration levels; the administrative level, the Information Technology, and the inward/outside relationship level. From the outcomes, it was watched that CRM has; changed the operations in the selected establishments into client driven associations, empowered for legitimate documentation and capacity of all the operation records, and raised the levels of their clients' fulfillment.

Keywords: Customer relationship management, Hospitality Management, five star hotels, North Cyprus.

1. Introduction

The current push for globalization and serious utilization of Information Technology, to the degree that correspondence and integration is improved, has gotten new aptitudes and patterns of operation in the inn business, with respect to the mindfulness on clients' state of mind, practices, and information on the administrations accessible. The selected five-star inns distinguished for the study in this paper have extra time shown a pattern of high explorers and visitors appearances. The execution of the Customer Relationship Management (CRM), to this impact, has helped the inns to acknowledge mounting online cost and declaration of item straightforwardness that various the clients find to improve their appearance powers. The

client base for the five-star lodgings in North Cyprus has progressively gotten to be more value delicate, confounded regarding their preferences and inclinations, and more value touchy. This implies that clients have gotten to be more cognizant to get esteem for their cash. The expanded number of inns in North Cyprus has additionally increased rivalry in the area, prompting the playing point of the clients who can shortly appreciate great administrations, excellent item, aggressive client relations, and recommendable client consideration administrations.

The North Cyprus, which is expressively a little island in the Mediterranean ocean, keeps on getting a charge out of high vacationers appearances, since the powers of the spot considers tourism as an essential need part for their financial advancement. As per the North Cyprus monetary measurements, the island gathered a sum of \$145.6 million from the tourism business alone, a quality proportional to 3.3 every penny of their aggregate GDP of that year. The developments in the tourism segments of the locale additionally prompted the making of give or take eight thousand openings for work. As indicated by the Statistical Yearbook of Tourism (2005), the 3.3 percent of the GDP was raised from around 589, 600 vacationers that went to the island.

The outside elements that have elevated the North Cyprus to be an appealing tourism destination incorporate its express geological area, history, good climatic conditions and its regular wonders. As per the FFYDP period for the locale, various approaches have been created to enhance the limit of the island and to advance the tourism business that decidedly impact the development of the inn business, in which the seven Five-Star lodgings fall (Safakli, and Ozdeser, 2002, 28).

Essential systems put forward in the national plan for the North Cyprus concerning the tourism and inn industry incorporate appealing extra number of voyagers from abroad every year, protecting against occasional changes inside the area of tourism, and expanding the quantity of stay days for the travelers in the establishment. Different elements incorporate intensely expanding the measure of income gathered from the interior and outer tourism.

Hotels with different rates are using multiple types of CRM applications (Moriarty-Jones, Rowley and Kupiec-Teahan, 2008). The Five-Star hotels in North Cyprus, through their team of coordinated managers have benchmarked and successfully implemented the CRM, whose literature emphasizes on the possible diffusion of the relationship marketing practices that the organization apply in the identification, study, and customization of the offered services. The customizations of the services in this case must conform to the individual customers' interests into the organizational wide operations in addition to the touch of points for the customers. The hotel industry in general, together with the implementation of the CRM collectively form a model that constitute knowledge, the management of Information and Communication technology, and relationships between departments or between an organization and its customers from all walks of life. In general, the implementation of the CRM into the Five-Star hotel system considers the creation and data mining of customers' activities databases, using the stored information to determine customers' requirements, constituting personalized customer experiences, managing privacy factors, and CRM success measurement metrics (Dube, and Renaghan, 2000).

The selected Five-Star hotels for considerations in this analysis included the Rocks Hotel Casino, Acapulco Beach Club, Merit Park Hotel and Casino, Malpas Hotel, Merit Crystal Cove Hotel, Grand Pasha, and Cratos Premium Hotel and Casino. Each of these Five-Star

hotels exploits its unique features to attract multitude of tourists, both local and international.

2. Literature review

2.1 Customer relationship management (CRM)

CRM is an application management principle that has attracted much attention from various researchers, attribution to its diverse understanding and definitions. CRM is defined as a chain related to businesses and connected to each other by information system (Couldwell, 1998). Moreover, Dodds (2001) claimed that CRM can provide services in all departments and levels in any organization. Whereas, (Thomson, 2002) confirmed that CRM can efficiently stand the marketing and improve customer services by enhancing centralization approach in the organization. In general CRM can be defined that it can be used in describing what CRM is the management approach and a model that effectively considers customers as the main drivers and core of organizational practices and processes. It has been generally classified as the leverages cutting edge technological approach that comprehensively integrate the strategic planning of the personal and up-close marketing practices and institutional development techniques focused on building both the internal and the external relationships that fundamentally help in the increasing of the levels of profit margins in addition to the productivity within an organization.

The last definition that has been widely used is that CRM is the customer-focus phenomena of business which support effective culture for business marketing, service processes, and sales. Thus, CRM is used in this sense to mean the applications aimed at providing strategies for operating businesses based on the right culture, leadership style, and business oriented strategies (Winer, 2001).

It is from the understanding of the above definitions that the integration of the CRM into the hotel industry, as is the case with the selected Five-Star hotels under study in this paper becomes effective. Therefore, the implementation of the CRM in the Five-Star hotels identified aimed at creating efficiency in the interaction system between the institutions and their clients, allowing for direct access to relevant information regarding the hotels, and facilitate voluminous supply of customer related information.

All the selected seven institutions (Rocks Hotel Casino, Acapulco Beach Club, Merit Park Hotel and Casino, Malpas Hotel, Merit Crystal Cove Hotel, Grand Pasha, and Cratos Premium Hotel and Casino), incorporate different types of the CRM for their success.

2.2 Operational CRM

This segment of the CRM is concerned with the provision of support to the front office business processes in the marketing department of the Five-Star hotels identified. At this level, all interactions made between the organizational representative and the customers are stored in the history of the customers' contacts for subsequent retrieval by the staff when required, to gain access to fundamental information concerning the customers. Gronroos (1994) claimed that organizations can be controlled by integrating all departments together. In order to achieve customer satisfaction organizations should focus more on the operational elasticity Hart (1995). The reasons for which such information is stored is facilitate the management of campaigns, automation of the enterprise marketing, automation of the sales force, and to help in the management of the sales systems (Palmer, McMahon-Beattle, and

Beggs, 2000, 54).

CRM activities used to be applied in order to achieve advantages in some fields related to operations and performance such as: data base integrated system which allows hotel employees to identify customers desires since they are personalized and saved in hotel database information system (Kalakota and Robinson, 2000; Winer, 2001; Loftness, 2001). Under the operational CRM, the customer service and support sector is entitled to keep contact with the customers for their immediate benefits such as the contact center, relay necessary information that can support customer call-center functions, and build customer loyalty and satisfaction. It can also provide resolutions to customers' issues, if any, after the service delivery responsively. Thus, it work by tracking customer and staff interactions, and maintains solutions of advantage knowledge of the business from a centralized database (Siguaw, Enz, and Namasivayam, 2000, 194). Other subcategories of the Operational CRM include the sales force automation (which is also broken down into the reporting and analysis, revenue forecasting, activity management, account management, and contact management), field force automation (FFA) for optimizing information processing sequences, and the marketing automation (MA).

2. 3 *Analytical CRM*

The analytical CRM focuses on the analysis of the information for every customer for a number of reasons that include the designing and execution of the marketing campaign targets for the optimization of the effectiveness within the hotel and tourism marketing. Additionally, it works at ensuring explicit execution and design of specific customer campaigns for the available products or services. The analysis of the customer behaviors is also important for the seven organizations to make prompt decisions on the products and services suitable for their clients, appropriate management decision, and the probability of the customer defection prediction. The primary functions that collectively make the analytical CRM include the online analytical processing and data mining through sequencing, prediction, and association (Winer, 2001, 92).

2. 4 *Collaborative CRM*

This category of the CRM entails the group of hotel customers with special interests and solely deals through specialized departments existing with the hotels. Examples of such departments include the support, sales, technical, and marketing departments. It explores the customers' information stored in the system to enhance the quality of services the case institutions provide. In case a customer was never satisfied with a service offered and the comments to express their dissatisfaction is noted, the management makes and immediate and effective follow-up to correct the situation and assures that customer of improvements after making an apology (Mok, Stutts, and Wong, 2000).

2. 5 *Importance of customers*

Hotels industry more concerned in two main phenomena in marketing sector known as customer retention and customer acquisition since both terms are important to raise hotel profitability if they are connected with CRM practices effectively, to meet customers' expectations (Bowen and Shoemaker, 1998; Heskett et al., 1990; Christopher et al., 1991; Reichheld, 1996). In the inn business, a stronger client base means a development. In this manner, the Five-Star lodgings must endeavor to draw in a numerous neighborhood and

global clients as could reasonably be expected to expand their benefit levels and grow as different organizations. As highlighted in the study, the North Cyprus financial insights demonstrated that the island gathered an aggregate of \$145.6 million from the tourism business alone in 2005. This was a quality equal to 3.3 every penny of their aggregate GDP of that year, implying how a bigger number of client turnouts can contribute absolutely to the monetary development of the associations and the nation everywhere (Safakli, and Ozdeser, 2002, 27).

Hotel sector is highly dependable on satisfying customers' needs and requirements, which lead to increase hotel performance efficiently for a long period (Olsen et al., 2000; Gilmore et al., 1997). With a specific end goal to adequately meet clients' necessities, the administration conveyance commercial ventures like the five-star inns being researched for this situation must comprehend and unequivocally separate between their center and expanded administration desires. The center client benefits for this situation incorporate the mechanical components, for example, the expense of the administrations offered, the nature of gave, and the way of administration conveyance. It accordingly implies that the center administrations for the consumer loyalty influence on their apparent benefit of selecting to look for the administrations of a specific inn instead of another. Additionally considered is the desire of every client. Henceforth, the five-star inns must endeavor to guarantee that they meet their communicated quality, consider their expenses, and upgrade their correspondence joins with their clients.

The second class, which concentrates on the expansion of client administrations (consideration), figures the human parts of being adaptable, mindful, inviting, powerful method for coming to snappy answers for issues, and giving recuperation components. As in the first order, this second classification additionally assumes an enormous part in impacting the clients' apparent quality and desires, to make one association to end up remarkable when contrasted with another. Then again, it is critical to note that the center administration must be upgraded to an agreeable level. The minding administrations, be that as it may, can be enhanced legitimate ventures on the correspondence procedures and reaction arrangements to guarantee that the association constantly surpasses their clients' desires by offering saw administration conveyance. Subsequently, clients' fulfillment, will promise their duties and maintenance by their favored lodgings, prompting the higher benefits earned by the associations.

2. 6 *CRM evolution and its impact on the hotel industry*

Many previous studies showed that CRM practices positively related to firm productivity (Akroush et al., 2011; Kasim et al., 2009), whereas some claimed that CRM practices and firm performance has no significant impact (Ernst et al., 2011; Reigby, 2004). Other researchers find out that the different results of less knowledge about the relationship between CRM practices and firm performance (Reimann, Schilke, and Thomas, 2010). Within the hotel industry, the successful adoption and implementation of CRM must go through three stages characterized by different states and cultures. Dev and Olsen (2000) Argued that hotels are gathering information about their customers but still need to be expanded more in order to be valuable and efficient. Whereas, Cline and Warner (1999) claimed that information system related to customers are often interrupted or postponed. And that can affect hotels customers negatively (Sigala, 2003). The first stage in the evolution is the satisfaction-based stage that exists in the re-active state. Within this stage, the hotels must work towards the achievement of the customers' needs, respond to any raised complaints, and

reduce the evaluation practices of the customer service levels.

The second stage in the evolution of the CRM is the performance-based phase. This phase is also defined as the pro-active stage of the CRM in the hotel industry. In its totality, it focuses on the evaluation culture of the customers' perceived tastes and preferences, with the desire of prioritizing on their retention factors. Although CRM practices are highly correlated to performance, however, few studies have pointed the connection between hotel performance and CRM practices (Fan et al., 2010; Wu et al., 2012).

The third stage of the CRM is the commitment-based phase. This stage can only be attained when the identified customers have been satisfied with the kind of services offered, and have approved the performance of the hotel as the best. Thus, it becomes the very pro-active state in the CRM. It involved continuous evaluation of the customers' multiple requirements from the case organizations, constant creation of feedbacks and inbound or outbound flow. Therefore, developing CRM practices in hotels sector can increase the performance and that can lead to attract new customers (Sigala , 2005).

2. 7 *Purposes of CRM*

Hotels used to focus on customer loyalty through enhancing CRM practices in all departments in one integrated information system that can be shared by all employees and managers (Sigala et al., 2004; Siguaw et al., 1999; Mukerjee and Singh, 2009). With the customer centered service delivery strategies, CRM is central in ensuring that better services are offered to the intended or final consumers.

CRM services designed to increase customer satisfaction and to ensure customer expectations (Turban et al., 2002). Also ensures that all products and services offered by the five-star hotels identified are cross sold. By definition, the intension to cross-sell services at the five-star hotels involve strategies of making sure that the available customers are provided with the ample opportunities of making their purchases, besides the general services offered by the organizations. Still on cross selling, the organizations will see that they offer their customers complementary services, in addition to their main purchases, in ways that meet their value for money.

The second strategy that has also been exploited by these five-star hotels is the up selling strategy that incorporates the initiatives of offering promotions in the form of add-ons and upgrades to their clients for their additional purchases and improved sales. Meaning, whenever these organizations provide certain services to their esteem customers, they provide additional services or products as added advantage for the particular type of purchases. A good example of this is the offering of incentives that is common with many business organizations that aim to enhance their sales, especially during the festive seasons marked with major sales. In order to improve customer experiences, hotels need to be aware of customer's intentions (Christou, 2003). CRM also ensures the five-star hotels are in the right position to rightly identify their customers their personal recognition and appreciation at all time. As a part of customer satisfaction, firms should consider visitors point of view in order to improve employee's performance and customer loyalty (Bitner, 1995; Gupta and Govindarajan, 2000; Sveiby, 2000). This function comes in hand with the duty of seeing both the organizations' employees together with their customers are satisfied and continue to express intense interest in being part of the organization.

Finally, CRM will ensure that the case organizations are in position to offer the right value and quality service to encourage a repeat of business with their customers, hence beating their competitors in the industry. The level of service experience instead of the services prices will be enhanced too and made more competitive.

In summary, the CRM is a transformative mechanism in the hotel industry with respect to the people involved, the hotel management processes, and the type of technology implemented to attain the customer-centric service delivery objective within the organizations. Thus, it has to be incorporated into the organizational management philosophy involving the selection and management of customers' loyalty and values via establishing long-term relationships within the hotel management architecture (Sigala, Lockwood, and Jones, 2001).

2. 8 CRM measurements

The general concept of CRM is founded on raising the level of customer satisfaction in a business relation with any particular enterprise. As such, it revolves around the collection of customers' information, providing effective storage mechanisms for such records, allowing for their accessibility, analysis of the customers' behaviors, making marketing processes efficient, and working on the enhancement strategies of the customers' experience level (Robledo, 1999).

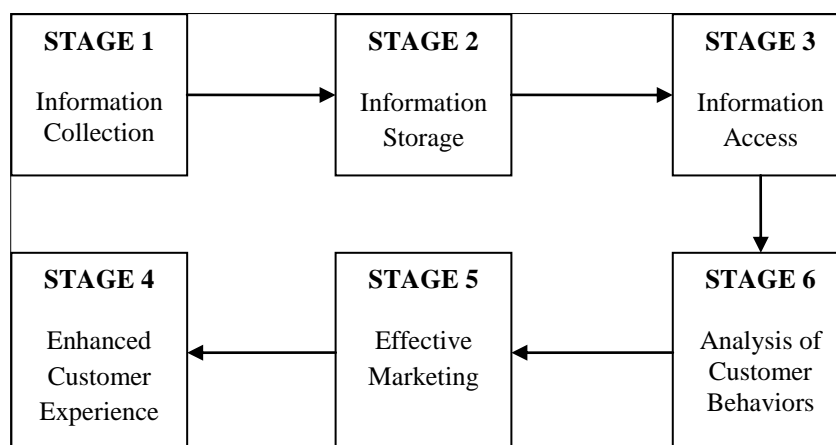


Figure 1: CRM process

Source: (Sigala, Lockwood, and Jones, 2001)

In all the stages as demonstrate in the flow chart above, communication centered on the customers' interests is fundamental. In a communication between a staff of the organizations and their customer, the customer interaction center, through various systems, must look into the customers' sales, marketing, field service, service, and analysis and reporting. For the successful application of the CRM into each of the organizations must be founded on strong relationship marketing through effective collection, analysis and correct use of the customers' information to initiate highly-personalized customer offerings. CRM, thus, influences the information management system of the organizations, a factor that has been determined over time to cause marketing strategy breakdown (Sigala, Lockwood, and Jones, 2001).

2. 9 Building customer value in the hotel industry

The information based CRM has impacted the client esteem in the Five-Star inns explored in

various ways. The principal way that has caught most of the consideration is the move of the inn society, with each client's association to each of the lodgings seen as an experience for learning and each client's contact data adequately overseen for an information building activity and a chance to assemble more data in regards to their associations' visitors.

The second technique to this respect identifies with the giving of impetuses and prizes to the associations' staff and clients to fabricate their trust in the association, add to a customized intrigue and contact with the foundations, and enhance their customized information and collaboration encounters. By enhancing employees training and development, thus will consider them as self-marketers (Gummesson, 1990). The third issue in this line has been on the updating of the clients' data inside the association and the client driven learning based mix and foundation (Olse and Connolly 2000). At long last, it has empowered for the comprehension of clients' worth prerequisites and drivers together with the way in which the lodgings increase the value of their methodologies or fall underneath their desires to make esteem for their visitors (Dube and Renaghan 2000).

2. 10 CRM demographic characteristics

The CRM is fundamental in effectively meeting the shifting expectations of the hotel guest because of the social and demographic issues, the prevailing economic conditions, the standards of education, experience, and other competitors' products. The key interest of the investigation centered on the effects of the customer life cycle management concerning four factors. The first issues was with customer need acquisition and assessments, the development of customers via customization and personalization, equity leverage for the customers through up selling and cross selling, and finally the referral and retention of both usual and new customers (Mok, Stutts, and Wong, 2000).

2. 11 Using database in CRM

The organizational database, also known as the data warehouse is a system the fundamentally provides the CRM with the capability to develop and promptly manage the segments of the Five-Star hotels. The data stored within the warehouse provide the information for the classification of the customer base of each hotel into their demographics, patterns of buying, contribution margins, market segments, and their desired lifestyles. These classifications aid in the wading through the voluminous information of the guests in addition to the interest to decipher accurate meanings, relationships and patterns from the seemingly disintegrated data obtained by the institutions (Siguaw, Enz, and Namasivayam, 2000).

2. 12 CRM success

For the Five-Star inns, broke down, stronger steadfast clients base was built as the wellspring of gigantic benefits for the associations. Albeit even a littler rate of the unwavering clients was distinguished as better than eccentric visitor due to the consistency of the benefit era, close connections were resolved as the way to knowing the clients practices better. Then again, it is most viable that visitors who are less fulfilled or the individuals who are disappointed would dependably impart to others their terrible involvement with a specific inn. For this situation, this will be a distortion and a disappointment in the piece of the association to speak with their visitors and to tend to their needs. In rundown, it can be expressed that the slower the rates of surrender, the speedier the development of the client base of the Five-Star inns.

It is evidenced that the main idea of the investigation concentrated on the effects of the customer life cycle management concerning four factors. The first issue was with customer need acquisition and assessments, the development of customers via customization and personalization, equity leverage for the customers through up selling and cross selling, and finally the referral and retention of both usual and new customers.

3. Problem Statement

This paper tries to effectively contemplate and break down the procedure of the execution and joining of the model for the CRM in the selected five-star lodgings; Rocks Hotel Casino, Acapulco Beach Club, Merit Park Hotel and Casino, Malpas Hotel, Merit Crystal Cove Hotel, Grand Pasha, and Cratos Premium Hotel and Casino. In spite of the fact that the distinguished Five-Star lodgings have thrived in drawing in the heist number of guests to the island, their uniqueness as far as the nature of administrations offered, upgraded client relations, legitimate coordination of its specializations, and powerful data administration as guaranteed by the CRM usage remains a region of interest that requires a subjective examination.

4. Research Objectives

- i. To establish the systemic procedures that the Five-Star hotels identified apply in the implementation of the CRM into the operation system.
- ii. To find out the levels to which the implementation of the CRM has influenced the organizations customers' satisfaction levels with the service delivery.
- iii. To determine the extent to which the CRM influenced these organizations in terms of their performance in relation to their efficiency and productivity.

5. Research Questions

- i. What systemic procedures that the Five-Star hotels applied in the implementation of the CRM into operation system?
- ii. How has the CRM influenced the Five-Star hotels performance in relation to efficiency and productivity?
- iii. To what levels has the implementation of the system influenced the Five-Star hotels customers' satisfaction levels with the service delivery?

6. Study Model

In order to build a proper framework for this study, author proposed the following model based on the studied literature review, which include both dependent and independent variables, the dependent variable is CRM implementation while the independent variables consist of three main necessary factors; which are: operations, performance and satisfaction

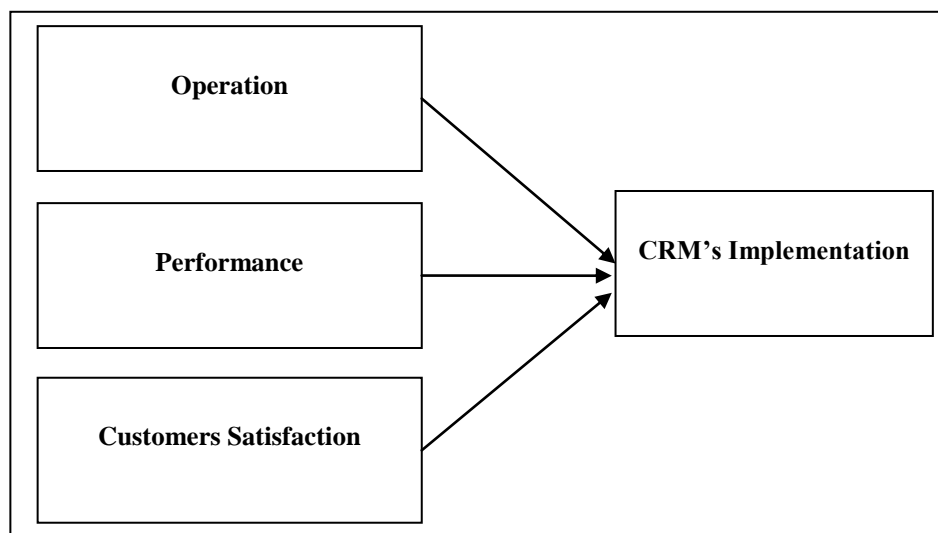


Figure 2: The Proposed Model of the Study

7. Study Hypothesis

To examine the strength of the study model, the researcher proposed the following null hypothesis:

H01: There is no statistical significant impact for Operation on the Implementation of CRM within the context of North Cyprus hotels.

H02: There is no statistical significant impact for Performance on the Implementation of CRM within the context of North Cyprus hotels.

H03: There is no statistical significant impact for Customers Satisfaction on the Implementation of CRM within the context of North Cyprus hotels.

H04: There are no significant statistical variances among study participant's perceptions within the context of CRM implementation in regard to their demographic features in the selected hotels.

8. Methodology

The selected methodology must be in line with the paper objectives and be able to answer the relevant paper questions. Consequently, in order to select an appropriate methodology, the aim and objectives of the study should be identified. Since author used quantitative and qualitative data; both deductive and inductive methods are used in this research of the purpose of getting clear and valid results among the measured variables. In addition to, cover the proposed objectives and to add a value on CRM implementation researches. Author used descriptive method in order to support the main idea of this research which is to clarify the proposed variables and to define the built relationships among them and that will help future researchers to extend on it. Questionnaires were conducted among the chosen hotels and that can result in many benefits; using questionnaires considered as a useful method which can give valid information about the respondents in the hotel sector. Moreover, surveys used to be a worthy and flexible tool in data collections.

8.1 Population and sample

The research exclusively includes North Cyprus hotels, which consists of (30) Hotels. The procedure of selecting seven hotels (Five stars) in North Cyprus was suitable for data

collection rapidly and competently and that can be well-suited to be applied in CRM field (Sekaran, 2006). Author provides some reasons for selecting five Stars- hotels in North Cyprus as a study population to complete the requirements of this research. The researcher chose CRM in Five stars hotels since North Cyprus appealed to be a tourism destination incorporate its express geological area, history, good climatic conditions and its regular wonders. In order to get valid results, author distributed (100) questionnaires for hotel managers and different employees positions, and only (72) of them were given back to be suitable for data investigation. Table (1) provides the detailed data regarding the numbers of hotels five stars in North Cyprus. In addition to, managerial staff numbers which based on the internal records within the context.

Table1

Hotels Names

No	Hotels Name
1	Rocks Hotel Casino
2	Acapulco Beach Club
3	Merit Park Hotel and Casino
4	Malpas Hotel
5	Merit Crystal Cove Hotel
6	Grand Pasha
7	Cratos Premium Hotel and Casino

8. 2 Data collection methods

The study conducts questionnaire approach and interviews for data gathering, the study concentrated on two aspects: the first one is data primary collection which focused on analyzing research variables and data using SPSS by implementing sample t-test and one-way ANOVA and to verify study validity by applying Cronbach's Alpha, in addition to describe the conducted interviews. Second one is secondary data which is more concerned on studying previous articles, studies and related materials such as scientific websites and data bases.

8. 3 Questionnaire construction

The author built the questionnaire questions according to the proposed framework and supported by the studied literature review. Questionnaire was designed to cover the demographic parts which include (gender, age, educational level, experience Level, and position title) and to cover the variables of implementation of CRM factors in three practices (operation, customer satisfaction and performance). Likert scale was conducted to find out an accurate result to enhance flexibility and imitate respondent's answers clearly. Likert scale range from (1) 'strongly disagree' to (5) 'strongly agree'.

8. 4 Validity and Reliability

Content validity or face validity is the first type used within this research by evaluating the survey questions by some experts in the field in order to confirm survey adaptability and reliability (Zikmund, 2003 and Sekaran, 2006). Validity in this research was successfully approached since it was measured by means of a pre-testing using research professionals and managers in the context of Hotels. Table 2 presents the reliability of the study by applying Cronbach's alpha which range from (0.77 - 0.88) and that's reflect the reliability of the study.

Table 2

Cronbach's Alpha

Variables	Cronbach's Alpha
Operation	0.77
Customer satisfaction	0.85
Performance	0.88

9. Data Analysis and Hypothesis Testing

9.1 Sample Characteristics

This part presents the percentages of respondents and frequencies for the study samples depending on some demographic variables such as (gender, age, educational level, experience Level and position title).

Table 3

Frequencies and Percentages for demographic variables

Measure	Variables	Frequency	Percent %
Gender	Male	45	62.5
	Female	27	37.5
	Total	72	100.0
Age	Less than 25	27	37.5
	Between (25 and 40)	30	41.7
	More than 40	15	21.0
	Total	72	100.0
Education level	Bachelor's degree	55	76.4
	Master's degree	17	23.7
	Doctoral degree	1	1.38
	Total	72	100.0
Experience level	Less than 2 years	14	19.4
	Between 2 and 5 years	48	66.7
	More than 5 years	10	13.9
Position title	Total	72	100.0
	Manager	14	19.4
	Others	58	80.6
	Total	72	100.0

As shown in table3, the sample consists of (72) managers and employees, (62.5%) (45 employees) of respondents were males, and females were represents (37.5%) (27 employees). The large percentages of respondents were males. The majority of employees' age in the Hotels was between (25 and 40). The respondents to the questionnaire, according to their age, were; (37.5%) of respondents Less than 25 years old, 41.7% of respondents were between 25 and 40 years, 21% of respondents were (More than 40) years old. According to the level of education, 76.4% of respondents have Bachelor's degree, 23.7% of respondents have Master's degree, and (1.38%) respondents have Doctoral degree. According to the experience level, 19.4% of respondents have less than 2 years experience, (66.7 %) of respondents have between 2 and 5 years experience, (13.9 %) of respondents have more than 5 years experience. According to the position title, (19.4%) of respondents were managers, and (80.6%) of respondents were others.

Linear regression measured which shows the R square of the study which is (0.352). That reflects (35.2%) of the variance in the dependent variable as shown below. The significance level is statistically accepted since the P-value was (0.000).

Table 4

Regression Model

Mode	R	R Square	Adjusted R Square	S.D Error of the Estimate	Durbin-Watson	F	Sig.
1	.593 ^a	.352	.322	.35148	2.037	11.877	.00

a. Predictors: (Constant), operation, customer satisfaction and performance.

b. D.Variable: Implementation of CRM.

* Statistically significant at the level of significance ($\alpha \leq 0.05$)

10. Hypothesis Testing

By applying the regression model in the previous sections, this part shows the hypothesis testing which implementing multiple regression and t-test to test the influence of the independents variables (Operation, Customer Satisfaction and performance on (CRM implementation) as the dependent variable. As per statistical rule, H₀ will be accepted if it is more than 0.05 and H₀ will be rejected if it is less than 0.05 (Berenson and Levine, 1999).

Table 5T-Value and Significance Level (α) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	S.D Error	Beta		
(Constant)	1.854	.308		6.011	.000
Operation	.058	.015	.153	3.977	.000
Customer Satisfaction	.199	.053	.193	3.782	.000
Performance	.200	.052	.208	3.832	.000

a. Dependent Variable: Implementation of CRM

Statistically significant at the level of significance ($\alpha \leq 0.05$)

Table 5 presents operation which is significantly affected on CRM implementation in the selected hotels context ($t = 3.977$; $\text{sig} = .000$). As well as customer satisfaction significantly affected the implementation of CRM in the selected hotels context ($t = 3.782$; $\text{sig} = .000$). In addition to that, performance has a direct impact as well on the implementation of CRM in the selected hotels ($t = 3.832$; $\text{sig} = .000$).

As per the statistical rule, author measured the proposed hypothesis and the outcome was as the following:

H1: There is statistical significant impact for Operation on the Implementation of CRM within the context of North Cyprus hotels.

H2: There is statistical significant impact for Performance on the Implementation of CRM within the context of North Cyprus hotels.

H3: There is statistical significant impact for Customers Satisfaction on the Implementation of CRM within the context of North Cyprus hotels.

After performing the regression analysis to measure the factors impact on the

implementation CRM in Hotels context, the researcher measured the variances between the study participant's perceptions for implementing CRM among demographic features by testing the proposed fourth hypothesis:

H04: There are no significant statistical variances among study participant's perceptions within the context of CRM implementation in regard to their demographic features in the selected hotels.

Table 6

Significance level of the (gender, age, educational level, experience Level and position title)

Demographic Characteristics		Sum of Squares	d.f	F	Sig.
Gender	Between Groups	12.680	12	1.629	.088
	Within Groups	95.879	148		
	Total	108.559	160		
Age	Between Groups	2.385	12	.552	.879
	Within Groups	53.416	148		
	Total	55.801	160		
Education Level	Between Groups	38.051	12	1.250	.259
	Within Groups	378.036	148		
	Total	416.087	160		
Experience Level	Between Groups	7.123	12	.756	.697
	Within Groups	116.516	148		
	Total	123.640	160		
Position Title	Between Groups	16.419	12	1.433	.159
	Within Groups	141.531	148		
	Total	157.950	160		

Statistically significant at the level of significance ($\alpha \leq 0.05$)

Table 6 shows ANOVA test results in order to find if the study participant's perceptions are not significantly different towards implementation of CRM in the following aspects (gender, age, educational level, experience Level, and position title). Outcome shows a ($f = 1.629$; $\text{sig} = .088$) for gender, has ($f = .552$; $\text{sig} = .879$) for age, has ($f = 1.250$; $\text{sig} = .259$) for educational level, has ($f = .756$; $\text{sig} = .697$) for experience Level, and has ($f = 1.433$; $\text{sig} = .159$) for position title. Therefore, ($H04$) is accepted. Thus, it was found that there are no significant differences among study participant's perceptions in the context of CRM implementation related to (gender, age, educational level, experience Level, and position title).

11. Conclusions and Recommendations

11.1 Conclusion

Despite the fact that it was seen in the studies that the execution of the CRM supplemented

adequately with the proposed target of drawing in and holding more clients as would be prudent through contributing on client driven motivating forces, the CRM can likewise neglect to fill in comparative holes in the business sector spaces where clients are not of the enthusiasm of focusing on a business- client connections. In such a case, the clients will be hesitant to give their contact points of interest to the business associations. Consequently, the methodology may miss the mark concerning its desire in the event that it is not practical with the business, particularly on account of a low-inclusion and constant sort of buying for the business-to-business relations or for the business to client relations. Confinements might likewise exist at whatever points the predominant business sector pattern and clients included do exhibit low personalization potential levels. All things considered, the associations must set clear CRM procedures, mechanical mistakes, and individual's lapses.

In order to cover study objectives, questions and problem statement which were mentioned in the previous sections of the study, the author conclude the following outcome: CRM was successfully applied in North Cyprus five star hotels depend on three main factors (operation, customer satisfaction and performance). First of all, from the operation aspect, hotels are more focused on providing the best quality services for their customers and that helps to reduce the operational cost. Second, researcher found that customers are totally convinced with the five star hotels ranking consequently, which will help to enhance customer's loyalty and it will reduce customer's complaints. Finally, it is noticed that CRM has an effective impact on hotels performance if employees are efficiently trained about CRM practices. In addition to that CRM will lead to get up-to-date information to predict customers expectations towards the provided services and that will result in increasing hotels profitability and performance. Therefore, Customer service has an effective impact to raise firm profits and enrich operational activities (Seldon, 1998; Dall and Bailive, 2004).

11.2 Recommendations of the Research

In light of the research results and conclusions the researcher recommends that: The seven Five-Star inns broke down for this situation showed high reliance on the information technology usage and CRM reconciliation. Subsequently, the administrative variables and authoritative administration contrasts must be joined to impact the administrative energy and styles for formalizing operational courses of action to enhance the nature of client administrations, the methods included, and the procedure to minimize on the expenses. The recognized administrative styles received by the seven Five-Star lodgings, taking after their execution of the CRM. Further research in connection to this ought to concentrate on the examination on the ramifications of CRM concerning the staffs' competency levels, abilities, the predominant work spaces in the seven inns, and friendliness.

12. Future Research

As a result of the previous sections, researcher proposes several recommendations to expand on this research in CRM field; other researchers should take different ranks hotels in their consideration in different geographic areas. Moreover, researchers should highlight other factors related to CRM in hotels industry. Some limitations have been faced during distributing the questionnaires and doing the interviews with employees since there is less communication knowledge especially in English language and that extend to their perception toward the importance of scientific researches

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