

Impact of Customer Relationship Management on Customer Loyalty, Customer Retention and Customer Profitability for Hotelier Sector

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ABSTRACT

Since the entrance of strategies oriented to marketing relational in Hotelier Sector, the traditional way of travel agents and other representatives arranging hospitality services for hotel and travel reservations has changed.

The strategies oriented to customer relationship management are a relatively new area of specialty loyalty marketing in the hotel and hotelier sector, with advancements being made constantly.

The use of this type of strategy can allow hoteliers or companies to tailor special guest programs, services and promotions based on hotel guest preferences. The hotel can use the data collected in a program to identify the needs of particular customers across hotel chains to be able to use marketing that can be targeted at specific groups of people. It also gives hoteliers the opportunity to evaluate frequent guest programs, personalize their services and perform trend analysis.

A program based in marketing relational is typically run by hotels and companies to collect guest information and transaction data for use and examining to allow hoteliers to see target groups that should be marketed too. Based on these transactions hotels are able to create and manage guest loyalty programs and reward schemes.

This research approach is to appraise the impact of customer relationship management on customer profitability as mediated by customer loyalty and customer retention within the hotelier sector of Mexico, and specifically for those hoteliers classified like of three stars. A sample of 100 hotels three stars was interviewed as respondents in this study. The objective of the study was to find the impact relationship between effective customer relationship implementation, customer loyalty, and customer retention and customer profitability. The findings of the study add value to hotels three stars in Mexico, and provide some invaluable statistical results essential for hotel managers and owners to successfully enhance customer loyalty, customer retention and customer profitability. By applying a questionnaire that count with seven blocks different one each other, the results of our study identified and provide path analysis of the relevant systems; and enumerated among the relevant system, those critical inter-component relationships within this highly competitive industry. This study's findings add to the body of knowledge and enable the managers of this sector to implement customer relationship

management in the best shape possible, to match it with Mexican market-needs thereby creating more loyal and repeat clientele.

Keywords: Marketing relational, hotelier sector, customer retention, customer loyalty, customer profitability.

1. INTRODUCTION

One of the key developments in marketing has been the advent of customer relationship management strategies, designed primarily to create and manage long lasting customer relationships. In today's age where firms are facing a radically different landscape, the process of relationship building between a company and its customers enhances lifetime value and increases profitability [16]. In this context, the marketing relational is not only an instrument but a strategy for effective customer relationship management and a measurement for attitudes and intentions of customer retention and customer profitability in a competitive market.

Hotels are at the front end of the services industry sector and consequently are the "interface" from which consumers make their service requests. This suggests that the hotels industry sector is likely to be ahead of other industries in understanding of customer relationship management. We know that the majority of the top hotels have websites and is evident that advances in technology will continue to be a critical element in customer relationship management. Considering the issue of information systems (IS) and relationships, the literature is almost silent on customer satisfaction, during and after services [10]. Essentially, this research responds to a call for a new thinking where customer relationship failure rate, customer retention and profitability are not properly addressed. Some hotels showed little interest to the survey that wanted to know how much improvement has been experienced due to customer relationship management performance.

In this investigation, regarding the content of the blocks that form the questionnaire, in the first of them we include the definition proposed for the handling of the relations with the clients and we asked the hotels if they were carrying out initiatives of this type, their temporary duration and what was

the responsible department. In the case of not implementing any such strategy, we include a number of possible causes and that we specify in the following opinions: high cost, not considered necessary, lack of solutions and advantages that offer, no budget, plan to implement it in a future and other causes.

We also included some questions about tools and channels used to manage the relationship with clients, in order to increase our knowledge on the subject.

The following five blocks of the questionnaire refer to four relevant systems that are part of the customer relations model, resulting from this research work (oriented towards the organization of a viable, technology oriented, customer oriented and Knowledge) and is being validated with the tool implemented for that purpose. We have items to measure the questionnaire that come in the scale constructed for the model.

To measure the relevant systems, managers or managers of three-star hotels were asked to rate on a Likert 7-point scale (from 1: strongly disagree to 7: strongly agree), the degree of agreement with each of the questions contained in the table of items of the model.

Finally, the last block of the questionnaire contains general data about the hotel establishment: category, type of management, age of establishment, segment in which it is fitted, size, location, profile of the respondent. The category was measured in stars, based on the new hotel classification in Mexico, published in September 2016 in the Official Gazette of the Federation [5].

And it is the application of this questionnaire and the analysis of results that are shown in this article.

2. CUSTOMER RELATIONSHIP MANAGEMENT AND HOTELIER SECTOR

The Internet has become a new channel that allows the hotelier to maintain direct contact with its customers. So much so that each time is higher the number of hotels requesting a booking engine to integrate into the web, in order to increase direct sales and dispense with intermediaries thus avoiding the relevant commissions.

Having more control over the relationships with the contacts that are getting, whether of actual or potential customers, requires a different vision that makes possible the management of these relationships. In this article, the need to define a strategy as part of a model that goes hand in hand with Customer Relationship Management is manifested.

Gronroos [6] says that service organizations for their intrinsic characteristics of the production and consumption are inseparable elements necessary to build relationships with customers.

Accordingly, customer relationship management will be ideally suited to the hotel industry, especially when implementing it successfully and effectively, taking into our account that hotels receive a lot of data about customers. Such data can be transformed into useful knowledge about them [11]; [12].

Also, it goes without saying that growing customer- acquisition costs, rising customer expectations, price-sensitive travelers, more sophisticated clients, uncertain market and less brand

loyalty are all key factors, which strongly urges hotels to focus on customer relationship management strategies as a useful strategy. Needless to say, customer relationship management strategy is widely considered as one of the most effective ways to facilitate developing and expanding the customers' base that, in turn, will assist in enhancing profitability and guest loyalty [15]; [20]; [22]; [23].

Through a Customer Relationship Management strategy, a number of procedures can be implemented to make it conform. What elements are essential?

- 1) Attracting new customers. By having more information, segmented strategies and actions can be applied to attract new clients.
- 2) Loyalty of existing customers. Thanks to obtaining the information related to the tastes and preferences of the clients, a personalized treatment can be offered that will allow a greater loyalty.
- 3) Dynamization. Due to the increase in information and the ability to segment it, the opportunity will arise to carry out new actions aimed at selling more to the customers.

If you have the opportunity to differentiate yourself from the competition by offering exceptional service and personalized attention and quality, the customer will be satisfied and thank you.

For this, a hotel needs to have a Customer Relationship Management adapted to its business model and, that can be integrated with its PMS (Property Management System). This integration will improve some procedures, saving time and saving resources.

Large hotel chains must tackle the tough quandary that exists for those that want to operate on a national – or international scale – but still able to deliver the high level of personalized guest service that the smaller, more boutique hotels can offer – and do as a differentiation from their larger competitors.

Using a systemic guide or model that helps them deliver their services, to all customers, making them feel like priority, can make the difference in the competitiveness in the hotel market.

However, this success is not achieved overnight: it is the work of many years of innovation, implementation of effective internal procedures and, above all, integration of stored information to serve the client according to their preferences.

The key to success in implementing a Customer Relationship Management project for hoteliers is to have a customer focused business strategy, to create a Customer Relationship Management culture within the organization, to establish practical Customer Relationship Management processes and realistic, train the entire human team, manage the change of culture on a continuous basis and, above all, agree measurable goals in the processes of Customer Relationship Management and this, can also be done with the appropriate technological support.

Study of the Mexican Hotel Industry

Making use of the Checkland methodology [24], the problem in the Mexican hotel sector is identified.

For it can be said that the tourism in Mexico has begun to return the route of the growth. Official figures and international perspectives show that the tourism sector is on a good track, which could continue in the coming years.

The professionalization of the sector, the development of transport infrastructure, the diversification of the supply of products and services, as well as overcoming the image of insecurity in the country, are part of the challenges that are in the list of pending for tourism to reach greater heights on your new flight.

Changing environments such as the present, characterized by the progressive opening and liberation of markets, with global competition, require organizations to adapt permanently, rapidly and at low cost to market changes, to take advantage of new opportunities, the intensification of competition and technological innovations.

In response to this complex and competitive environment, market and technology, market orientation and relational marketing converge in Customer Relationship Management's strategy. Again, the presence of ICT is clearly seen in the hotel sector in the categories of hotels established as "Gran Turismo" (Big Tourism) therefore, it is necessary to look for ways to present this type of tools in the hotel SMEs.

In short, Customer Relationship Management is a strategy whose purpose is to select and manage customers in order to optimize their value in the long term. Its implementation requires a customer-focused business philosophy and a company culture that strongly supports the marketing, sales and service processes.

The implementation of a Customer Relationship Management philosophy is a necessary step for the hotel sector.

Customer Relationship Management is a cultural change of the company.

A Customer Relationship Management strategy today provides an immediacy that is useful both to collect relevant information from the guest and to react and respond to the customer.

Financial resource problem

The lack of financial resources is the main factor that influences when choosing strategies of Customer Relationship Management, which is what slows down many small hoteliers.

Although, the costs associated with a strategy of these characteristics are, in general, affordable and amortizable, provided that they are well managed, starting from a clear strategy, allow to obtain great results. On the other hand, they can be very clear, if no strategies are defined.

Another factor that influences is whether you work with outsourced services or not and the type of services that are needed.

Customer loyalty and loyalty management

This management is complicated to achieve and requires the effort of every employee in the hotel, since a profile must be created for each client, so that detailed information about the guests can be maintained, including contact information,

activity history, participation in promotion and loyalty programs, and even detailed preferences for VIP clients.

Thanks to the information collected for each customer, it is possible for the hotel to use it to establish loyalty programs designed to keep customers, that is, they want to return.

Some basic features that should be included in the profile are:

- 1) Knowledge of tastes and needs of the client.
- 2) Automatic sending of e-mails to confirm reservations or the departure and arrival of the guest.
- 3) Send satisfaction surveys, thank you letters and other communications (also according to customer preferences).
- 4) Historical records in order to reward each repeat customer.

3. DATA COLLECTION AND STUDY DATA SHEET

The sampling method used was a probabilistic sampling, in which each element of the study population has a known probability of being part of the sample [14]. Specifically, the type of sampling was the simple random, since a complete list of the individuals that composed the population (hotels of 3 stars collected by the [21] - Government of the City of Mexico) was available, and all of them were he sent them the questionnaire.

For the collection of data we developed a web questionnaire, "Survey Monkey" for the design and administration of the same. The population under study included the 141 three-star hotels collected by the [21] based on the new hotel classification [5]. Once their e-mail addresses were entered on the survey platform 2 erroneous e-mail addresses were detected, so the survey was finally sent to 139 hotels, which was set as the definitive population. Fieldwork was carried out between October and December 2016 (from October 15 to December 31).

As several authors [7] comment that the response rate using a web questionnaire is often increased when reminders are made, to improve the study response rate two reminders of the questionnaire were sent to the different hotels surveyed. Finally, 100 completed questionnaires were obtained, so the response rate was 70.92%, which is a very high percentage.

Table 1 shows the technical data of the field study. Where it's shown that the sampling error amounted to 6.5% (0.065).

The calculation of this error was made using the formula:

$n = (z^2 pq N) / [e^2 (N-1) + z^2 pq]$, considering $p = q = 0.5$ and with a confidence level of 98.6%.

Where:

- n: is the sample size that we want to determine or know.
- z: represents the degree of confidence that we are going to put in obtaining safe or adequate results in the procedure of determining a sample size that is representative. It's a critical value, calculated in the tables of the area of the Normal curve.
- e: estimation error.
- p: probability in favor.
- q: probability against.

Table 1 Technical data of the field study (Own elaboration)

Mexico	Geographical area
3 stars hotels registered by [21] evaluated with the new hotel classification	Population
Simple random sampling	Type of sampling
139	Size of the universe
100	Sample size
70.92%	Response Rate
6.5% / 98.6%	Sample error / Confidence level
Web questionnaire sent by email	Application tool
Last quarter of 2016	Date of completion of field work

Method of study of the data

For the analysis of the information collected, the IBM SPSS Statistics Standard Edition program is used (Méndez and Acosta, 2017). It can be mentioned that the process and method used in the study of the information collected in 3-star hotel SMEs is:

Characteristic study: through statistical graphs the characteristics of the information collected are observed.

Factor analysis: An exploratory factorial test is carried out to study the dimensions underlying the various measurement items included in the scale. It is verified, therefore, at the experimental level if the size of the scale of measurement is congruent with the 4 variables of the model and results of the application of a management of the relations with the clients. This test is also used to verify the validity and reliability of the measurement scale.

4. ANALYSIS OF NON-RESPONSE BIAS AND ASSOCIATED WITH THE MEASUREMENT METHOD

As mentioned above the response rate obtained (70.92%) was very high considering that the response rate is lower when using web questionnaires than when the postal mailing is used.

Kaplowitz, Hadlock, and Levine [8] empirically compared the response rates of both types of questionnaires and found that response rates were up to 10% higher in the case of postal items. On the other hand, Bang [2] carried out a study on customer relations management, using exclusively a web questionnaire and obtained a response rate of 11%. Therefore, we observe that, indeed, when a web questionnaire is exclusively used, response rates are moderate.

However, for this research the web questionnaire turned out to be quite effective and the response from hotels registered under the new hotel classification by SECTUR [21] was quite good, due to the strict evaluation of hotels that obtain some classification, for the case of this research 3 stars hotels, recommended by the SECTUR [21] to the national and international public, through its web page; which is why, to the managers of the hotels, they are interested in what a business strategy, in this case customer oriented, can offer them so that in the subsequent evaluations they manage to keep the classification obtained.

In order to observe if the sample obtained is indeed representative then the non-response bias is analyzed. With this analysis, it will be verified that the sample on which all the estimates and inferences will be made is correctly adjusted to the population under study, that is, that there are no biases.

For this, the extrapolation method is considered, which considers that the subjects, in this case 3 stars hotels, that respond at the end of the survey process are representative of those who have not answered [1]. Therefore, the final sample obtained compares data of the hotel companies that had responded at the beginning with those that had responded at the end (after the two reminders made).

The process followed was as keep on: first, two sub-samples composed, respectively, were selected for the first 15 and the last 15 hotels that answered the questionnaire. The Mann-Whitney U test was then performed to compare the mean difference across all variables in the questionnaire and it was found that there were no significant differences in the characteristics of hotels, largely because of the standard classification that has been followed for be considered as three-star, in their degree of implementation of the customer-oriented model or in the relevant systems included in the model: oriented to the organization of a viable, technology-oriented, customer-oriented, oriented to the knowledge and results of the management of the relations with the clients. Therefore, it can be concluded that the data do not present biases of non-response, so they are representative of the population under study.

On the other hand, in investigations where data are obtained from a single source, especially when information about the various variables has been provided by the same person and at the same time, a bias associated with the measurement method may appear [19]. This bias can artificially increase the relationships between variables because the respondent can be induced to respond in a way that confirms the relationships that the researcher is looking for.

In the present study, different procedures have been used to avoid this problem, following the contributions of various works [19]; [4]. In this sense, in the first place, we have used validated and previously tested scales in order to eliminate a possible ambiguity in the questions. Second, we allowed the responses to the questionnaire to be anonymous, and we encouraged the responses to be as honest as possible. It is considered that these ways of proceeding should reduce the feeling of being evaluated by the respondent and, in turn, less likely to edit their responses in a way that is consistent with what they believe the researcher wants to answer [19].

In addition, a factorial analysis was performed to find the existence of seven factors underlying the data, whereas if there was a common variance there would be a single factor that would explain most of the variance. Therefore, it is possible to affirm that the bias associated to the common method is not a relevant problem in our study.

5. THEORETICAL FRAMEWORK

Customer relationship management is commonly considered as an information systems innovation because it has re-engineered the traditional marketing activities and has increasingly become important for business organizations to remain competitive in terms of nurturing long-term relationships with customers. However, there has been a relatively high failure rate for customer relationship management implantation. Strategy use wrongly is often recognized as one of the important indicators for its unsuccessful implantation and also demonstrates close

correlation with other constructs such as customer loyalty, behavioral intentions, and customer retention and customer profitability which results in business performance. More specifically, an understanding of the determinants of actual behavior toward using strategies that emphasize customer relationships should provide helpful within companies. As a result, taking from literature the relationships of the components under investigation are graphically illustrated in (see Figure 1) following framework and hypothesized. The conceptual model showed, depicts the research model with the hypothesized relationships and constructs linkages.

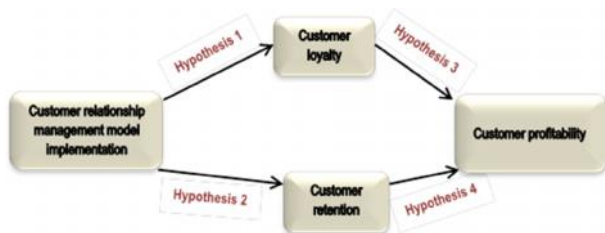


Figure 1 Relationship of the component under investigation (Own elaboration)

6. HYPOTHESIS

In this conceptualized model implantation is the predictor while customer profitability is the outcome as mediated by customer loyalty and customer retention. In light of this view and also drawing from literature, the customer relationship management implementation and implantation, is expected to impact positively on customer loyalty and customer retention capacity for hoteliers three-stars in Mexico. These mediating variables are expected to positively impact on customer profitability [9]. The relationships have also been supported in prior empirical studies that focused their investigations on SMEs in general [3]. Consequently, based on the illustrated relationships, the current study projects four hypotheses as follows:

Hypothesis 1: Implantation of customer relationship management model within the three-stars hotels has a positive impact on the loyalty of their customers.

Hypothesis 2: Implementation of customer relationship management model within the three-stars hotels has a positive impact on their capacity to retain customers.

Hypothesis 3: The loyalty of customers towards hotels has a direct positive impact on hoteliers' customer profitability.

Hypothesis 4: Hoteliers' customer retention (capacity to retain customers) has a direct positive impact on customer profitability.

Design of the questionnaire

Taking into account that the questionnaire should collect the systems to be measured to practically contrast the proposed model, the design is done based on the matrix of measurement items of the 4 relevant systems of the model and a section that is added of the results expected by a company when implementing Customer Relationship Management.

The questionnaire has sections (7 in total), which refer to the use of Customer Relationship Management and the relevant

systems of the proposed model for hotel SMEs; also, it is considered an information section on the SME surveyed, with basic data: category, type of management, age, size, etc. The mail by means of which the questionnaire was sent was drafted as a cover letter, with the intention of adequately informing the respondents of the purpose of the study and of the processing of the information.

Regarding the content of each section, the first one includes the proposed definition of the Customer Relations Management strategy, questioning the SME's if they were carrying out initiatives of this type, duration and responsible area. In the case of not implementing any Customer Relationship Management strategy, possible causes are provided, based on the work of the Mexican Association of Standards for Electronic Commerce (AMECE) now known as GS1 Mexico [26] and which are summarized in the following opinions: high cost, not considered necessary, lack of knowledge of the advantages and solutions they offer, lack of budget, planned implementation, etc. We also consider some questions about tools and employees to manage the relationship with customers.

The following five sections of the questionnaire refer to the four relevant systems of the systemic model proposed for hotel SMEs (Organization, Technology Management, Customer Relationship Management and Knowledge Management) and the results of the Management of Relations with Clients.

To measure the relevant systems, respondents were asked to rate on a Likert scale of 7 points (from 1: strongly disagree to 7: strongly agree).

Finally, the last section of the questionnaire contains general data on the three-star hotel SME: category, type of management, age of establishment, segment in which it fits, size, location, profile of the respondent.

In order to classify hotel SMEs as three stars according to their size, the delimitation proposed by Camisón [27] is chosen, distinguishing as family hotels those with less than 100 places, small ones between 101 and 150 places and medium ones between 151 and 300 places. It is also considered the number of employees with the intention of having more information and to be able to measure both criteria to contemplate the size of the analyzed hotels.

7. DATA ANALYSIS

The sample is made up of 100 Mexican hotels, and the main characteristics of which are summarized in the table below (see Table 2).

The management modalities mentioned in Table 2 are based on the categories proposed by Claver et. al. [25]:

- 1) Independent hotels, belonging to a group of independent hotels.
- 2) Hotels operated by property, refers to the total acquisition of a hotel establishment by a chain or a family group.
- 3) Chain operated under a lease; this is a contract whereby an owner or family group of an establishment rents it to a hotel chain for a certain period of time.

Although it is difficult to accurately determine the number of establishments that can use satisfaction surveys, it can be said that these tools are already well established in large hotel companies (practically 100% of hotels use them), but only 12% SMEs have integrated them into their management systems.

Table 2 Description of the hotels that make up the sample (Own elaboration)

DIMENSIONS	VARIABLES	SAMPLE	
		Number of Hotels	%
Category	Three-stars	100	100
Size (number of beds)	Cultural (Less than 100)	10	10
	Health and Family (up to 100 beds)	36	36
	Leisure (from 101 to 150 beds)	15	15
	Business (from 151 to 300 beds)	39	39
Size (number of employees)	Less than 20	68	68
	Between 18 and 50	17	17
	Between 51 and 100	15	15
Type of management	Independent	59	59
	It belongs to a group of independent hotels	20	20
	It belongs to a chain operated under property ownership	17	17
	Belongs to a leased chain	4	4
Location	City	100	100
Antiquity	Between 5 and 10 years	40	40
	Between 11 and 15 years	26	26
	Between 16 and 25 years	10	10
	More than 25 years	24	24
Participants	Male		62.2
	Female		37.8

Table 2 reports that 68% (n=68) of the respondents were from hotels that employed less than 20 workers each, while 17% (n=17) of the respondents indicated hotels that had a workforce between 18-50 employees and a 15% (n=15) reported between 51-100 employees. Regarding the gender of the participants, 62.2% were male respondents while the remainders 37.8% were female. The study also reports most of the participants (78.3%) as being married.

On the other hand, once we have commented the various characteristics of the three stars hotels that make up the sample, we will proceed to make a descriptive analysis of the different variables examined. Firstly, with regard to the degree of implementation of the customer relationship management model (loyalty and customer retention programs) in hotels analyzed at 50.8% (50.8 \cong 51 hotels), they succeeded in implementing the strategy successfully.

This is because one of the variables considered in the evaluation for the hotel classification and that scores, is attention to complaints and loyalty programs, reason why, hotel establishments are more interested in the type of strategies oriented to the customer satisfaction.

On the other hand, for this study it was important to consider the hotels that already knew a strategy of handling the relations with the clients and also to know what time they were using it and which department was responsible. That most of the hotels surveyed (50.3%) had carried out this strategic initiative for

more than two years, so it is possible to affirm that the hotels that make up the sample had a certain degree of experience and maturity in the use relational marketing.

On the other hand, hotels that stated that they were not carrying out customer relationship management initiatives (49.2% of the sample) were asked about the causes; Of which, the most cited was the lack of solutions and advantages offered (30% of the cases), nevertheless, 19.2% said to be planning its implementation in the future. Therefore, although we still find a certain lack of relational marketing in non-user hotels, we also observed how many of them were already considering their implementation, which is why the use of the relationship model with Clients in this research, which can be affirmed that in the coming years the percentage of implementation of this type of strategies in hotels that can be considered SMEs (Small and Medium Enterprises) in Mexico, will be significantly increased.

On the other hand, focusing on the main channels of contact with customers, we observed that the most used by the hotels surveyed were email (31%), telephone (25.7%) and website (19.2%). This high use of e-mail shows that the hotel sector does indeed show a higher than average use of the Internet in other sectors.

8. HYPOTHESIS TESTING

To test the validity of the proposed model and the hypothesis, a structural equation modelling (SEM) using IBM SPSS Statistics and Amos was employed. The estimated model is presented in Table 3, illustrating the direction and magnitude of the impact of the standardized path coefficients [13].

The relevant system result from the implementation of customer relationship management model was measured using a 7-item scale, which evaluates the consequences from both a financial (profitability) and market (loyalty-trust, customer satisfaction-retention).

In this case, the items with the highest average scores indicated that customer relationship management had improved the level of customer trust (loyalty), satisfaction, and loyalty level respectively. Therefore, the hypotheses raised in section 5 of this article, for hotels that were able to implement and properly implement the customer relations strategy, were accepted.

It may be concluded that:

The Implantation of customer relationship management model within the three-stars hotels has a positive impact on the loyalty of their customers (Hypothesis 1), and has a positive impact on their capacity to retain customers (Hypothesis 2).

The loyalty of customers towards hotels has a direct positive impact on hoteliers' customer profitability (Hypothesis 3), and hoteliers' customer retention (capacity to retain customers) has a direct positive impact on customer profitability (Hypothesis 4).

9. CONCLUSION

This study sought to examine the results of implementation and implementation of the customer relationship management model proposed as part of a larger project, which is the basis of this

survey, and its impact on customer loyalty and customer retention within hotels in Mexico and the resulting effect on profitability.

Market pressure for Mexican hotel SMEs can contribute to the adoption of customer relationship management [18].

The present study postulated four hypotheses and in order to test them, we collected data from employees of three-star hotels in Mexico. The empirical results supported all the hypotheses of investigation postulated in a significant way.

The findings thus, also confirm the importance of customer relationship management in the services industry sector and in contemporary business operations, with prevalent developments in electronic services integration growing in this sector.

In a nutshell, this study submits that the hoteliers and their managers can successfully improve their customer profitability and business performance by exploiting their relationship management strategies through restructuring operations and implementing of customer relationship management. Eventually, a successful customer relationship management model is expected to boost customer loyalty, retain profitable customers and generate more revenue for the hotels, hence their overall performance and survival.

What should be made clear is that CRM is more than a software tool for sales; CRM is a business strategy that seeks customer satisfaction to achieve retention and loyalty [17].

Thanks to the construct used in this research, which was materialized in the study developed in the Mexican hotel sector, by sending a questionnaire via e-mail to Mexican hotel establishments considered by the new hotel classification in Mexico as three stars, it was possible to detect the degree of development and implementation of Customer Relationship Management strategies in the Mexican hotel sector.

Regarding the establishment of measures of the results of Customer Relationship Management, there were some problems to carry out its measurement, since there is no validated scale of measurement for this. Examining the existence of multiple indicators to record the results of a Customer Relationship Management strategy, the questionnaire that was developed took into account measurements of monetary results (profitability, cost reduction) and relational marketing solutions (trust, customer satisfaction).

A statistical analysis of the data was carried out, in this case, an analysis of the results of the responses to the questionnaire and a factorial analysis of the exploratory type, which allowed to validate the scale of measurement and to contrast hypotheses raised and the exploratory factorial analysis allowed to verify the efficiency and reliability of the developed scale, as well as to analyze the dimensionality of the components under investigation (see Figure 1).

The experience in the Management of Relations with the Cents also impacts on the results of the implementation of a strategy oriented to the clients, so that when spending the time of use of the strategy, the companies will develop the necessary and sufficient organizational experience, increasing the loyalty and loyalty of the clients to the hotel SMEs.

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