

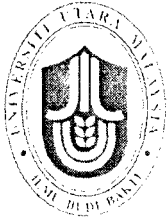
**THE MEDIATING EFFECT OF MARKETING CAPABILITIES ON THE RELATIONSHIP
BETWEEN CUSTOMER RELATIONSHIP MANAGEMENT (CRM) DIMENSIONS AND
HOTEL PERFORMANCE**

By

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**Thesis Submitted to the Ghazali Shafie Graduate School of Government,
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in Fulfillment of the Requirements for the Degree of Doctor of Philosophy**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
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Abstrak

Pengurusan Perhubungan Pelanggan (PPP) telah menjadi sebuah topik akademik dan praktikal yang semakin popular dalam bidang perniagaan. Dalam persekitaran yang kompetitif seperti industri perhotelan, PPP telah menjadi satu strategi penting bagi meningkatkan prestasi hotel. Walau bagaimanapun, penyelidikan yang mengkaji perhubungan antara dimensi PPP (orientasi pelanggan, organisasi PPP, pengurusan pengetahuan dan PPP berasaskan teknologi) dengan prestasi hotel masih terbatas. Kajian ini secara empirikal mengkaji hubungan antara dimensi PPP dengan prestasi hotel di Malaysia. Ia juga meneliti kesan pengantara keupayaan perancangan pemasaran dan keupayaan pelaksanaan pemasaran kepada hubungan antara dimensi PPP dan prestasi hotel. Data telah dikumpulkan dengan menggunakan kaedah tinjauan di mana sejumlah 410 borang soal selidik telah diedarkan kepada pengurus hotel dan menghasilkan respon sebanyak 37.1% (152 borang lengkap dikembalikan). Analisis regresi dijalankan untuk menguji hubungan antara dimensi PPP, keupayaan perancangan pemasaran, keupayaan pelaksanaan pemasaran dengan prestasi hotel. Hasil kajian menunjukkan terdapat hubungan yang positif antara dimensi PPP dengan prestasi hotel. Ia juga menunjukkan bahawa keupayaan perancangan pemasaran dan keupayaan pelaksanaan pemasaran memainkan peranan sebagai pengantara kepada hubungan antara dimensi PPP dan prestasi hotel. Kajian ini menunjukkan bahawa organisasi PPP adalah sumber pengaruh utama ke atas keupayaan pemasaran dan prestasi hotel. Secara keseluruhannya, kajian ini memperkaya bahan dalam bidang kajian dengan menyarankan bukti tentang kepentingan dimensi PPP dalam meningkatkan prestasi hotel. Sebagai tambahan, ia juga memberi petunjuk kepada kemungkinan kesan-kesan penting pengantara keupayaan pemasaran (perancangan dan pelaksanaan) terhadap hubungan antara dimensi PPP dengan prestasi hotel. Dari perspektif praktikal, dengan memahami hubungan antara konstruk dalam model kajian, pengurus hotel boleh memaksimumkan penggunaan sumber dalaman masing-masing untuk meningkatkan prestasi organisasi. Kajian itu mengesyorkan supaya kajian pada masa akan datang memasukkan faktor-faktor seperti faktor persekitaran luaran dan ciri-ciri hotel yang boleh mempengaruhi hubungan antara dimensi PPP dengan prestasi hotel.

Kata kunci: Keupayaan Pelaksanaan Pemasaran, Keupayaan Perancangan Pemasaran, Pengurusan Perhubungan Pelanggan, Prestasi Hotel

Abstract

Customer Relationship Management (CRM) has become an increasingly popular academic and practical topic in the business field. In competitive environments such as the hotel industry, CRM has become a crucial strategy to increase hotel performance. However, research that investigates the relationships between CRM dimensions (customer orientation, CRM organization, knowledge management and technology-based CRM) and hotel performance is still limited. This study empirically examines the relationship between CRM dimensions and hotel performance in Malaysia. It also investigates the mediating impact of marketing planning capability and marketing implementation capability on the relationship between CRM dimensions and hotel performance. Data was collected using survey method whereby a total of 410 questionnaires were distributed to hotel managers and yields 37.1 % response rate (152 useable questionnaires returned). The regression analysis was conducted to test the relationships among CRM dimensions, marketing planning capability, marketing implementation capability, and hotel performance. The results show a positive relationship between CRM dimensions and hotel performance. They also indicate that marketing planning capability and marketing implementation capability play a mediating role on the relationship between CRM dimensions and hotel performance. This study demonstrated that CRM organization is the main source of influence on marketing capabilities and hotel performance. Overall, this study enriches the literature by providing evidence of the importance of CRM dimensions in improving hotel performance. Additionally, it also points out to the significant mediating effects of marketing capabilities (planning and implementation) on the relationship between CRM dimensions and hotel performance. From the practical perspective, by understanding the relationship among the constructs in the research model, hotel managers could maximize the utilization of their internal resources to improve organizational performance. It is recommended that future studies should include factors such as external environment and hotel attributes that may influence the relationship between CRM dimensions and hotel performance.

Keywords: Customer Relationship Management, Hotel Performance, Marketing Implementation Capability, Marketing Planning Capability

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List of Abbreviations

Abbreviation	Full List
BSC	Balanced Scorecard
CO	Customer Orientation
CLV	Customer Lifetime Value
CP	Customer Performance
CRM	Customer Relationship Management
CRMO	Customer Relationship Management Organization
ERP	Enterprise Resource Planning
FP	Financial Performance
HMD	Hotel Performance Dependent variable
ICT	Information Communication Technology
IBP	Internal Business Process
KM	Knowledge Management
LGP	Learning and Growth Perspective
MAH	Malaysian Association of Hotels
MIC	Marketing Implementation Capability
MPC	Marketing Planning Capability
RBV	Resource Based View Theory
RM	Relationship Management
TCRM	Technology-based Customer Relationship Management
UNWTO	United Nations World Tourism Organization
VIF	Variance Inflation Factor

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Tourism is fast becoming an important sector in many countries. Globally, as an export category, it has been ranked as the fourth after fuel, chemicals and food (UNWTO, 2012). Moreover, it enables the creation of many jobs and encourages progress in developing countries. International tourism receipts reached approximately US\$ 1,075 billion globally in 2012, up from US\$ 1,042 billion in 2011 (UNWTO, 2013).

With this global growth in tourism, countries have started to pay more attention to the tourism industry. Tourism and the hotel industry have a positive impact on many nations' economies, providing foreign currency, supporting the balance of payments in a positive way and contributing to foreign debt repayments. The hotel industry is considered a core element of the tourism sector, and its performance plays a vital role in enhancing economic growth (Zailani, Omar, & Kopong, 2011). It provides employment opportunities in areas of high unemployment. Although in many cases hotels offer only seasonal jobs, they are still beneficial to citizens. The hotel industry also feeds diverse industries and has a multiplier effect. Thus, governments should give special attention to further development of the hotel industry.

However, highly aggressive competition in the hotel industry is one of the strongest challenges, as high competition is characterized by increasingly narrow margins; hence there is pressure to provide effective service, which in turn leads to increasing costs.

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APPENDIX 1:

<p>QUESTIONNAIRE AND COVER LETTERS</p>



UUM

Universiti Utara Malaysia

Attention: Hotel General Manager / senior manager

Dear participant,

I am Abdul Alem Mohammad, a Ph.D. candidate. I would like to take this opportunity to invite you to participate in a research survey entitled “Assessing the impact of Customer Relationship Management (CRM) Dimensions on Hotel Performance in Malaysia”. The purpose of this study is to investigate the relationships between CRM dimensions, marketing capabilities, and hotel performance. It will only take **about 10 minutes** of your valuable time to complete this survey.

Your participation is voluntary and your answers will be kept **anonymous and confidential**. Only the researcher will have the right for data access. If you have any questions regarding the survey, you may contact me directly by email at S92968@student.uum.edu.my or by phone at 0147314814.

I would like to thank you in advance for your participation and for volunteering your valuable time.

Sincerely,

ABDUL ALEM MOHAMMAD MOHAMMAD

Ph.D. Candidate

School of Tourism, Hospitality and Environmental Management

College of Law, Government and International Studies

Universiti Utara Malaysia

Kedah, 06010.

PART 1: BACKGROUND

SECTION A: **Your background**

1. Please indicate your gender Male ☐ Female ☐

2. Please indicate your age group

18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56-64 ☐
Over 64 ☐

3. Your current position:

Hotel Owner ☐ General Manager ☐ Resident Manager ☐

Division Manager ☐ Supervisor ☐ Other (please specify): _____

4. How many years have you been working in hotel industry?
.....years

5. How many years have you been working in this hotel?
.....years

SECTION B: **Hotel profile**

1. Star rating 3 ☐ 4 ☐ 5 ☐

2. Category : City hotel ☐ Hill resort ☐ Beach resort ☐

Other (please specify): _____

3. Type of your Hotel's affiliation:

Chain ☐ Independent ☐ Other (please specify): _____

4. Location of the hotel (State)

5. How many years is your hotel in operation?

1. Less than 5 years ☐ 2. 5-9 years ☐ 3. 10-15 years ☐
4. More than for 15 years ☐

6. Number of Rooms. 1. 100 and below ☐ 2. 101-200 ☐ 3. 201-300 ☐
4. 301-400 ☐ 5. 401 and above ☐

7. Number of employees. 1. 100 and below ☐ 2. 101-200 ☐ 3. 201-300 ☐
4. 301-400 ☐ 5. 401-500 ☐ 6. More than 501 ☐

8. Average occupancy rates. 1. 50% and below ☐ 2. 51% -60% ☐
3. 61%- 70% ☐ 4. 71% - 80% ☐
5. More than 80% ☐

PART 2: USING CRM AND ITS DIMENSIONS

SECTION 1: Using CRM Strategy

CRM is a business strategy that utilizes organization internal resources (i.e. people, technology, and business process) to maintain and update customer information, and build long term relationship with current and potential customers for creating a competitive advantage and improving hotel performance. *Based on this definition please answer the following questions:*

1. Is your hotel using CRM?	1. <input type="checkbox"/> Yes
	2. <input type="checkbox"/> No
2. How long has your hotel been using CRM?	1. <input type="checkbox"/> Less than 6 months 2. <input type="checkbox"/> 6-11 months
	3. <input type="checkbox"/> 1-3 years
	4. <input type="checkbox"/> More than 3years (please go to section2)

SECTION2. Customer Relationship Management (CRM) Dimensions.

In this section, the researcher is interested in your opinions about the CRM dimensions in your hotel.

Customer Orientation of your hotel					
Please mark with “x” one answer that best represents your experiences and opinions for the following statements.					
1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree					
	1	2	3	4	5

1. The business objectives of this hotel are customer satisfaction oriented.					
2. The hotel closely monitors and assesses its level of commitment in serving customer needs.					
3. The competitive advantage of this hotel is based on understanding customer needs.					
4. The business strategies of this hotel are driven by objective of increasing value for customers.					
5. The hotel frequently measures customer satisfaction.					
6. The hotel pays great attention to after-sales service.					
7. The hotel offers personalized products and services for key customers.					
CRM Organization in your hotel Please mark with “ x” one answer that best represents your experiences and opinions for the following statements. 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree					
	1	2	3	4	5
1. The hotel has the sales and marketing expertise, and resources to succeed in CRM.					
2. Our employee training programs are designed to develop the skills required for acquiring and deepening customer relationships.					
3. The hotel has established clear business goals related to customer acquisition, development, retention, and reactivation.					
4. In this hotel, employee performance is measured and rewarded based on meeting customer needs and on successfully serving the customer.					
5. Our hotel structure is meticulously designed around our customers.					
6. In this hotel, customer-centric performance standards are established and monitored at all customer touch points.					
7. The hotel commits time and resources to managing customer relationship.					
Knowledge Management in your hotel Please mark with “ x” one answer that best represents your experiences and opinions for the following statements. 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree					
	1	2	3	4	5

1. Hotel's employees are willing to help customers in a responsive manner.					
2. The hotel fully understands the needs of our key customers via knowledge leaning.					
3. Our hotel provides channels to enable ongoing and two-way communication with our key customers and us.					
4. Hotel's employees provide customers with prompt service.					
Technology- based CRM in your hotel Please mark with " x" one answer that best represents your experiences and opinions for the following statements. 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree					
	1	2	3	4	5
1. The hotel has right technical staff to provide technical support for use of CRM technology in building customer relationships.					
2. The hotel has right hardware to serve its customers.					
3. The hotel has right software to serve its customers.					
4. Hotel's information systems are integrated across the different functional areas.					
5. In this hotel, individualized information about each customer is available at all contact points.					
6. The hotel is able to consolidate all information acquired about customers in comprehensive, centralized and up-to-date database.					

PART3. MARKETING CAPABILITIES

In this section, the researcher is interested in your opinions about the marketing planning capability and marketing implementation capability in your hotel.

Marketing planning capability in your hotel Please mark with " x" one answer that best represents your experiences and opinions for the following statements. 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree					
	1	2	3	4	5
1. The hotel has superior marketing planning skills.					
2. The hotel sets clear marketing goals.					
3. The hotel develops creative marketing strategies.					
4. The hotel segments and targets market effectively.					
5. The hotel makes a thorough marketing planning process.					

Marketing implementation capability in your hotel					
Please mark with “x” one answer that best represents your experiences and opinions for the following statements.					
1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree					
	1	2	3	4	5
1. The hotel allocates marketing resources to implement marketing strategies effectively.					
2. The hotel delivers marketing programs effectively.					
3. The hotel translates marketing strategies into action effectively.					
4. The hotel executes marketing strategies quickly.					
5. The hotel monitors the performance of marketing strategies.					

PART3. HOTEL PERFORMANCE

(If your hotel is less than three years in operation, please don't answer this part)

Financial perspective					
Please mark with “x” one answer that indicates the changes in performance of your hotel over the past 3 years.					
1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree					
	1	2	3	4	5
1. The total cost of hotel has decreased.					
2. The unexpected losses in hotel have reduced.					
3. The rate of sales growth has increased.					
4. The return on assets of hotel has increased.					
5. The net profit margin of hotel has increased.					
Customer perspective					
	1	2	3	4	5
1. The needs of various types of customers have satisfied					
2. Customer's repeat to purchase has increased.					
3. Customer satisfaction has increased.					
4. The market share of hotel has increased.					
Internal process perspective					
	1	2	3	4	5
1. The operating efficiency of hotel has increased.					
2. Customer complaints have been decreased.					
3. The ability to retain old customers has improved.					
4. The ability to confirm target customers has improved.					

Learning and growth perspective					
	1	2	3	4	5
1. Employees' ability to solve problems has improved.					
2. The quality of employees' service has improved.					
3. The intention of employees to learn has improved.					
4. The corporate culture has promoted effectively.					

***THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT
USED IN COMPLETING THIS QUESTIONNAIRE.***



UNIVERSITI UTARA MALAYSIA

06010 UUM Sintok, Kedah Darul Aman, Malaysia. Tel: 604 - 928 4000

Ghazali Shafie Graduate School of Government

Tel : 604-9286613
Fax : 604-9286602

"KEDAH SEJAHTERA"

UUM/COLGIS/PEL: 92968

May 27, 2012

TO WHOM IT MAY CONCERN

Sir / Madam

DATA COLLECTION FOR THESIS

This is to certify that **Abdul-Alem Mohammad Mohamad** (Matric Number : **92968**) is a full time Ph.D student at Universiti Utara Malaysia, Sintok, Kedah.

He needs to collect data for his thesis in order to fulfill the requirements of his programme.

We duly hope that your organization will be able to assist him in getting the necessary information for his research.

Thank you.

"ILMU BUDI BAKTI"

Yours faithfully

YUS ASMA YUSOFF
Senior Assistant Registrar
Ghazali Shafie Graduate School of Government
UUM College Of Law, Government and International Studies
Universiti Utara Malaysia, 06010 UUM Sintok, Kedah.
e-mail : yus1117@uum.edu.my





26 June 2012

**General Manager
MAH Member Hotels**

Dear Sirs / Madam,

**SUPPORT OF RESEARCH ON ASSESSING THE INFLUENCE OF
CUSTOMER RELATIONSHIP MANAGEMENT (CRM) DIMENSIONS ON
PERFORMANCE OF HOTELS IN MALAYSIA**

Mr. Abdul Alem Mohammad currently pursuing his Doctor of Philosophy with the School of Tourism, Hospitality, Environmental Management, University Utara Malaysia, is conducting a research to complete his study with the topic mentioned above.

This study is an attempt to provide a value conceptual model that explains the theoretical linkages existing between CRM dimensions and hotel performance. It will also enable hotel managers to know the impact of CRM on hotel performance as well as, which dimension has a high influence on hotel performance. Additionally, the study will help them to utilize hotels' internal resources to implement CRM successfully and consequently improve their performance.

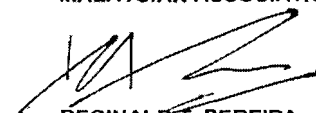
On behalf of the Malaysian Association of Hotels (MAH), we would like to express our support for the research conducted by him. Your kind assistance is required to ensure the success of this research.

All responses will be strictly used for research purposes only and once completed, a copy of the final report will be available with MAH.

Should you have any inquiries, please feel free to contact Mr. Abdul Alem Mohammad at abd_102006@yahoo.com.

Thank you.

Best regards,
MALAYSIAN ASSOCIATION OF HOTELS



REGINALD T. PEREIRA
Chief Executive Officer



C5-3 Wisma MAH, Jalan Ampang Utama 1/1, One Ampang Avenue, 68000 Ampang, Kuala Lumpur, Malaysia
Tel: 603 4251 8477 Fax: 603 4252 8477 E-mail: info@hotels.org.my Website: www.hotels.org.my



APPENDIX 2

FACTOR ANALYSIS RESULTS

Factor Analysis for CRM Dimensions

Correlation Matrix

[illegible]

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.844
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df
	Sig.
	1337.713
	276
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	6.777	28.239	28.239	6.777	28.239	28.239	5.051
2	2.453	10.220	38.459	2.453	10.220	38.459	4.828
3	1.830	7.627	46.087	1.830	7.627	46.087	3.969
4	1.578	6.574	52.661	1.578	6.574	52.661	3.965
5	.991	4.130	56.791				
6	.959	3.937	60.728				
7	.923	3.845	64.573				
8	.827	3.448	68.021				
9	.790	3.233	71.254				
10	.753	3.137	74.391				
11	.708	2.950	77.341				
12	.641	2.671	80.012				
13	.618	2.573	82.585				
14	.545	2.272	84.857				
15	.509	2.121	86.978				
16	.469	1.955	88.933				
17	.450	1.874	90.807				
18	.405	1.639	92.446				
19	.394	1.641	94.087				
20	.332	1.333	95.420				
21	.296	1.235	96.655				
22	.283	1.131	97.786				
23	.252	1.048	98.834				
24	.215	.895	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Pattern Matrix^a

	Component			
	1	2	3	4
CO2	.819			
CO5	.774			
CO1	.713			
CO3	.679			
CO4	.644			
CO7	.613			
CO6	.581			
CRM04		.752		
CRM03		.750		
CRM06		.687		
CRM07		.660		
CRM05		.605		
CRM02		.576		
CRM01		.417		
TCRM6			.786	
TCRM5			.720	
TCRM2			.698	
TCRM4			.692	
TCRM3			.645	
TCRM1				
KM3				.820
KM1				.819
KM2				.781
KM4				.683

Extraction Method: Principal Component Analysis.
 Rotation Method: Promax with Kaiser
 Normalization.

a. Rotation converged in 6 iterations.

Factor Analysis for Marketing Planning Capability

Correlation Matrix

		MPC1	MPC2	MPC3	MPC4	MPC5
Correlation	MPC1	1.000	.442	.501	.514	.593
	MPC2	.442	1.000	.576	.509	.533
	MPC3	.501	.576	1.000	.368	.564
	MPC4	.514	.509	.368	1.000	.490
	MPC5	.593	.533	.564	.490	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
Bartlett's Test of Sphericity	Approx. Chi-Square	277.993
	df	10
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.040	60.792	60.792	3.040	60.792	60.792
2	.650	13.007	73.799			
3	.569	11.368	85.168			
4	.392	7.845	93.012			
5	.348	6.958	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
MPC5	.822
MPC2	.785
MPC1	.784
MPC3	.773
MPC4	.731

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis for Marketing Implementation Capability

Correlation Matrix

		MIC1	MIC2	MIC3	MIC4	MIC5
Correlation	MIC1	1.000	.403	.413	.343	.405
	MIC2	.403	1.000	.496	.508	.466
	MIC3	.413	.496	1.000	.432	.469
	MIC4	.343	.508	.432	1.000	.307
	MIC5	.405	.466	.469	.307	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.814
Bartlett's Test of Sphericity	Approx. Chi-Square	152.160
	df	10
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.704	54.081	54.081	2.704	54.081	54.081
2	.723	14.455	68.536			
3	.619	12.373	80.909			
4	.509	10.189	91.098			
5	.445	8.902	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
MIC2	.793
MIC3	.773
MIC5	.719
MIC4	.700
MIC1	.687

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis for Hotel Performance

Correlation Matrix

	FP1	FP2	FP3	FP4	FP5	CP1	CP2	CP3	CP4	BP1	BP2	BP3	BP4	LCP1	LCP2	LCP3	LCP4	
(continued)	FP1	1.00	.374	.267	.312	.346	.277	.215	.134	.165	.172	.107	.096	.210	.345	.135	.212	.154
	FP2	.374	1.00	.266	.416	.442	.251	.371	.126	.479	.301	.304	.252	.442	.245	.354	.245	.251
	FP3	.267	.266	1.00	.214	.309	.369	.365	.176	.29	.194	.153	.212	.344	.211	.248	.264	.171
	FP4	.312	.416	.214	1.00	.477	.235	.286	.293	.254	.321	.274	.214	.344	.117	.257	.266	.243
	FP5	.346	.442	.309	.477	1.00	.523	.372	.431	.127	.347	.109	.179	.415	.219	.348	.283	.247
	CP1	.277	.251	.369	.235	.523	1.00	.345	.182	.115	.355	.105	.279	.373	.314	.343	.231	.266
	CP2	.215	.371	.365	.286	.372	.345	1.00	.455	.194	.251	.124	.361	.316	.410	.433	.296	.325
	CP3	.134	.126	.176	.293	.431	.392	.455	1.00	.197	.387	.113	.218	.438	.240	.393	.251	.206
	CP4	.165	.479	.29	.254	.127	.315	.194	.197	1.00	.365	.397	.251	.545	.411	.420	.253	.201
	BP1	.172	.301	.194	.321	.347	.355	.251	.387	.365	1.00	.105	.312	.414	.116	.357	.224	.173
	BP2	.107	.304	.212	.214	.415	.435	.434	.512	.257	.405	1.00	.268	.511	.315	.415	.281	.286
	BP3	.096	.252	.212	.214	.179	.279	.301	.218	.29	.337	.263	1.00	.217	.216	.139	.252	.201
	BP4	.113	.442	.344	.344	.415	.373	.365	.438	.453	.421	.304	.257	1.00	.410	.435	.274	.251
	LCP1	.210	.445	.251	.117	.259	.324	.447	.280	.42	.111	.375	.226	.410	1.00	.379	.223	.231
	LCP2	.345	.245	.248	.217	.348	.343	.435	.292	.421	.367	.115	.159	.415	.379	1.00	.402	.413
	LCP3	.135	.354	.264	.218	.283	.331	.255	.251	.253	.321	.281	.242	.374	.313	.402	1.00	.425
	LCP4	.212	.245	.172	.216	.247	.256	.325	.206	.302	.172	.265	.200	.257	.212	.413	.425	1.00

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.900
Bartlett's Test of Sphericity	Approx. Chi-Square		843.518
	df		136
	Sig.		.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	6.244	36.730	36.730	6.244	36.730	36.730	4.753
2	1.287	7.572	44.302	1.287	7.572	44.302	4.590
3	1.041	6.121	50.424	1.041	6.121	50.424	4.144
4	1.002	5.896	56.320	1.002	5.896	56.320	3.332
5	.936	5.508	61.828				
6	.853	5.018	66.846				
7	.716	4.209	71.055				
8	.682	4.013	75.068				
9	.647	3.807	78.876				
10	.599	3.521	82.397				
11	.572	3.366	85.763				
12	.500	2.942	88.705				
13	.439	2.584	91.289				
14	.430	2.529	93.817				
15	.387	2.276	96.093				
16	.345	2.030	98.123				
17	.319	1.877	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Pattern Matrix^a

	Component			
	1	2	3	4
LGP4	.852			
LGP3	.822			
LGP2	.735			
LGP1	.535			
IBP1		.935		
IBP3		.721		
IBP2		.549		
IBP4		.439		
CP4		.423		
FP3			.855	
CP1			.807	
CP3			.445	
CP2			.425	
FP1				.746
FP4				.716
FP2				.622
FP5				.498

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser
Normalization.

a. Rotation converged in 5 iterations.

APPENDIX 3:

RELIABILITY RESULTS

Reliability Scale for Customer Orientation.

Reliability Statistics	
Cronbach's Alpha	N of Items
.843	7

Reliability Scale for CRM Organization

Reliability Statistics	
Cronbach's Alpha	N of Items
.784	7

Reliability Scale for Knowledge Management

Reliability Statistics	
Cronbach's Alpha	N of Items
.838	4

Reliability Scale for Technology-based CRM

Reliability Statistics	
Cronbach's Alpha	N of Items
.765	5

Reliability Scale for Marketing Planning Capability

Reliability Statistics	
Cronbach's Alpha	N of Items
.837	5

Reliability Scale for Marketing Implementation Capability

Reliability Statistics	
Cronbach's Alpha	N of Items
.786	5

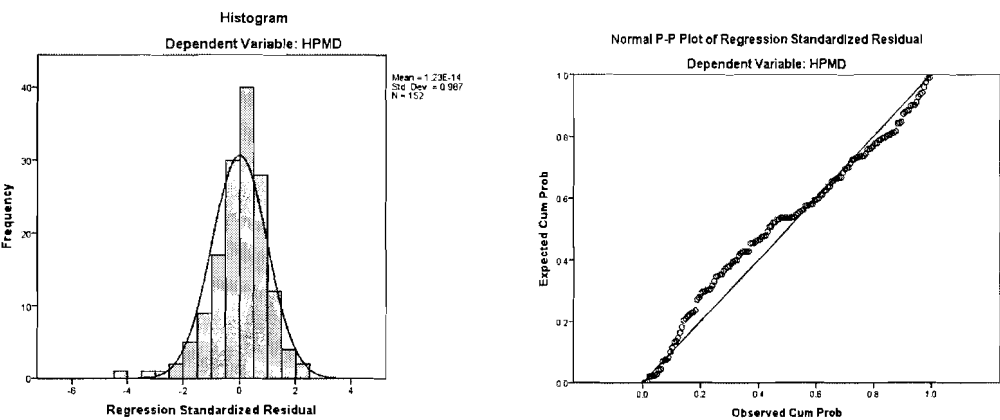
Reliability Scale for Hotel Performance

Reliability Statistics	
Cronbach's Alpha	N of Items
.890	17

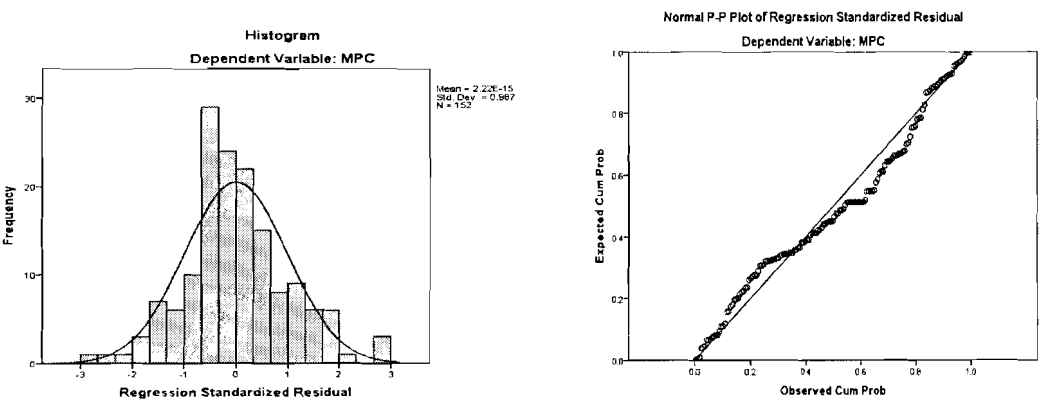
APPENDIX4:

HISTOGRAMS AND NORMAL PROBABILITY PLOTS

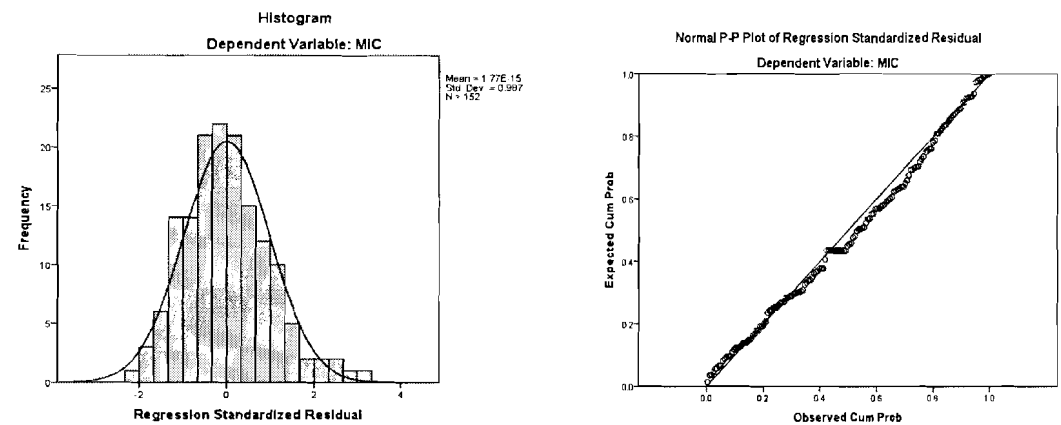
Relationship between CRM dimensions (IV) and hotel performance (DV)



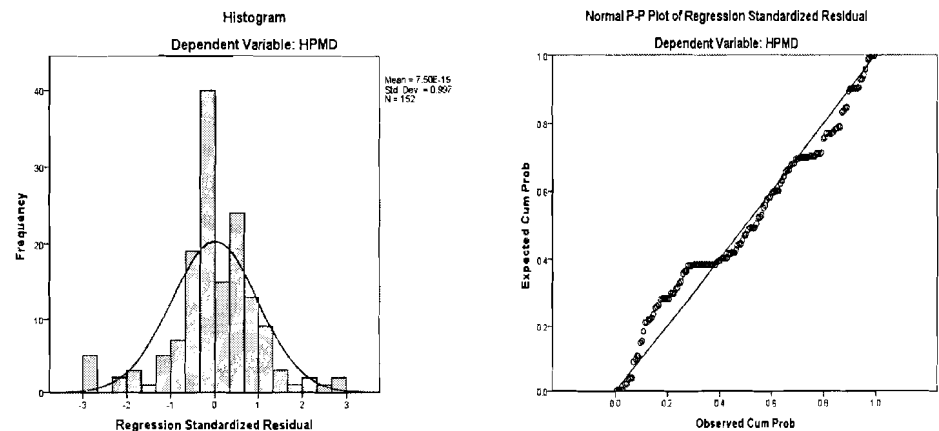
Relationship between CRM dimensions (IV) and marketing planning capability (DV)



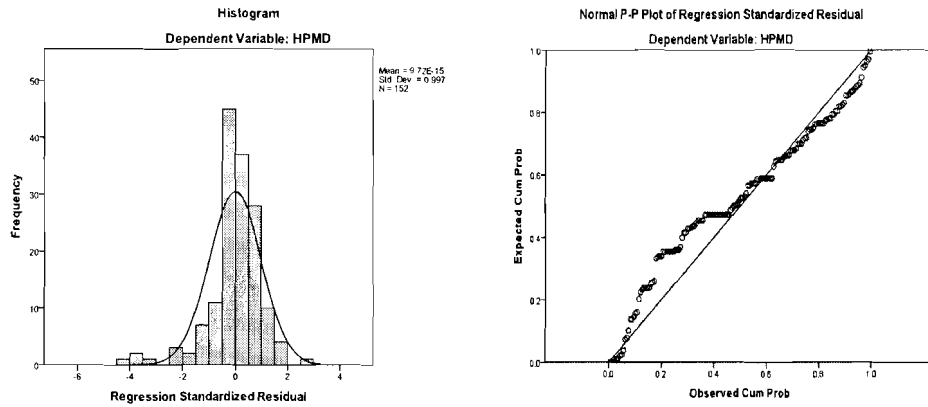
Relationship between CRM dimensions (IV) and marketing implementation capability (DV)



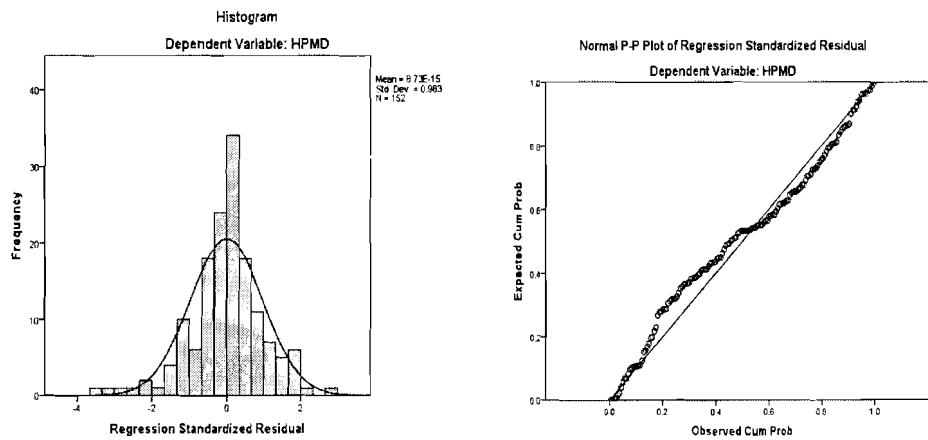
Relationship between marketing planning capability (IV) and hotel performance (DV)



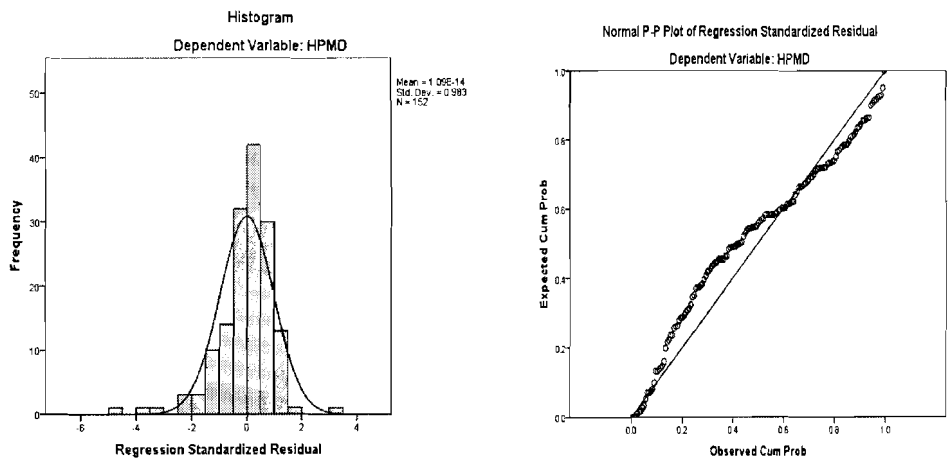
Relationship between marketing implementation capability (IV) and hotel performance (DV)



Relationship between CRM dimensions, marketing planning capability and hotel performance



Relationship between CRM dimensions, marketing implementation capability and hotel performance

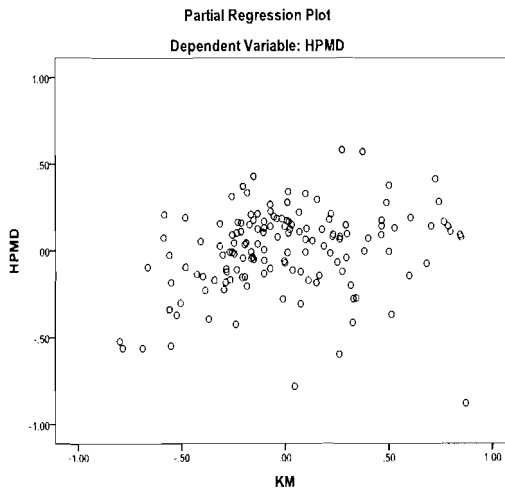
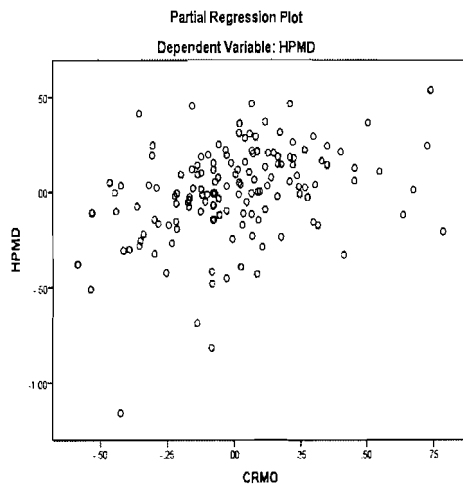
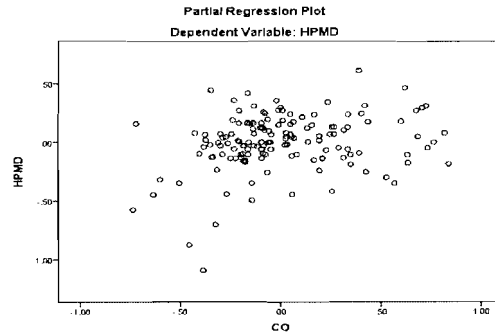
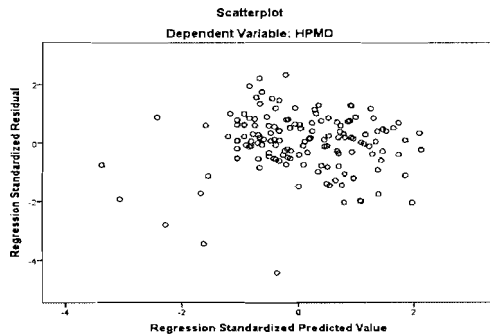


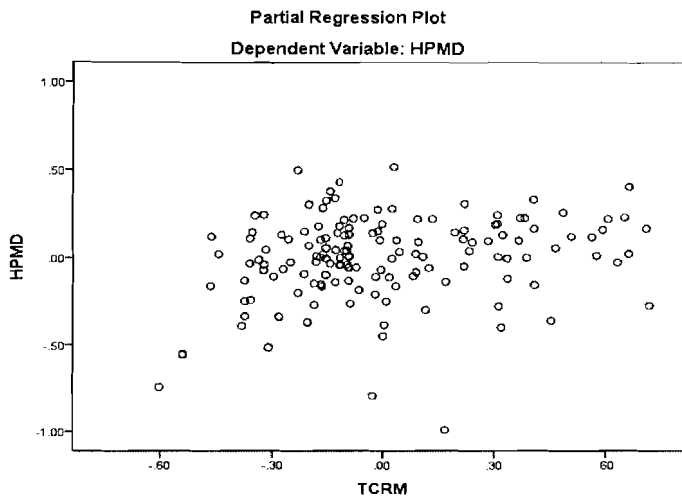
APPENDIX5:

PARTIAL PLOTS

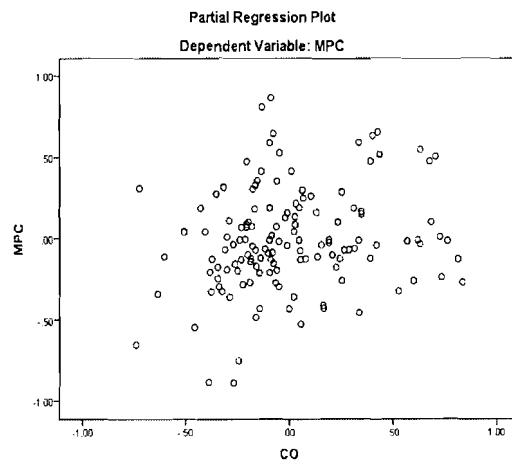
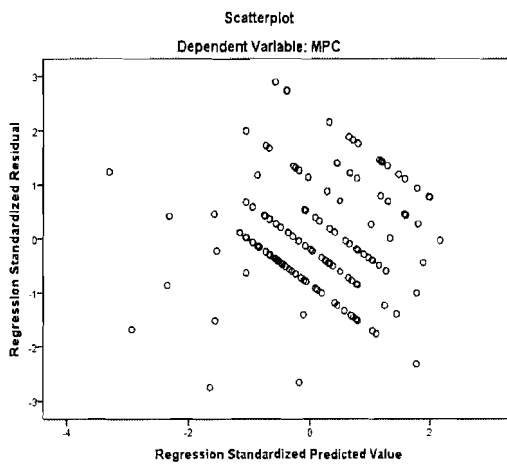
SCATTER PLOTS

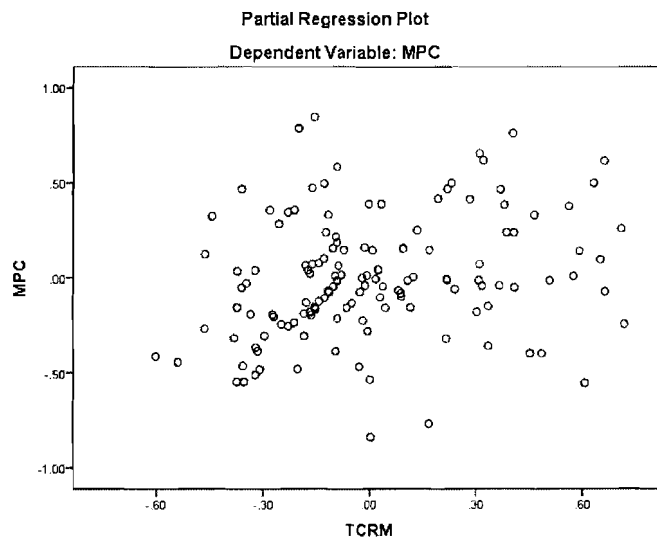
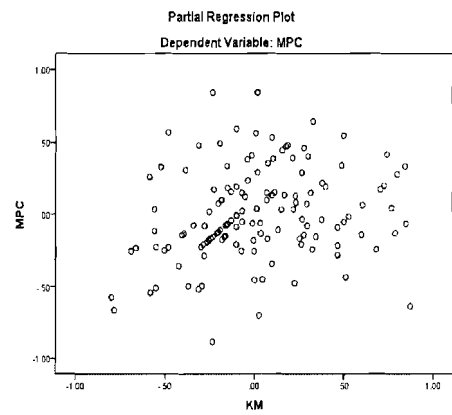
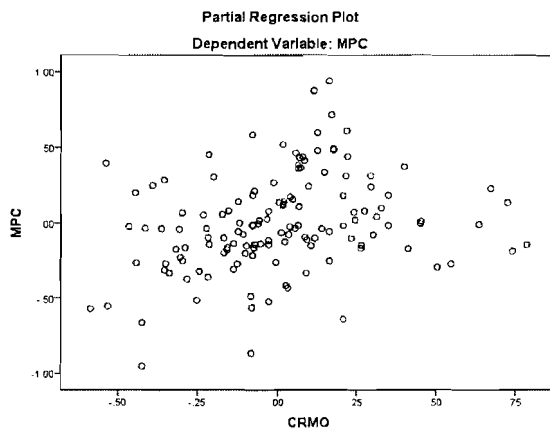
Relationship between CRM dimensions (customer orientation (CO), CRM organization (CRMO), knowledge management (KM) and Technology-based CRM (TCRM)) (IV) and hotel performance (HPMD) (DV).



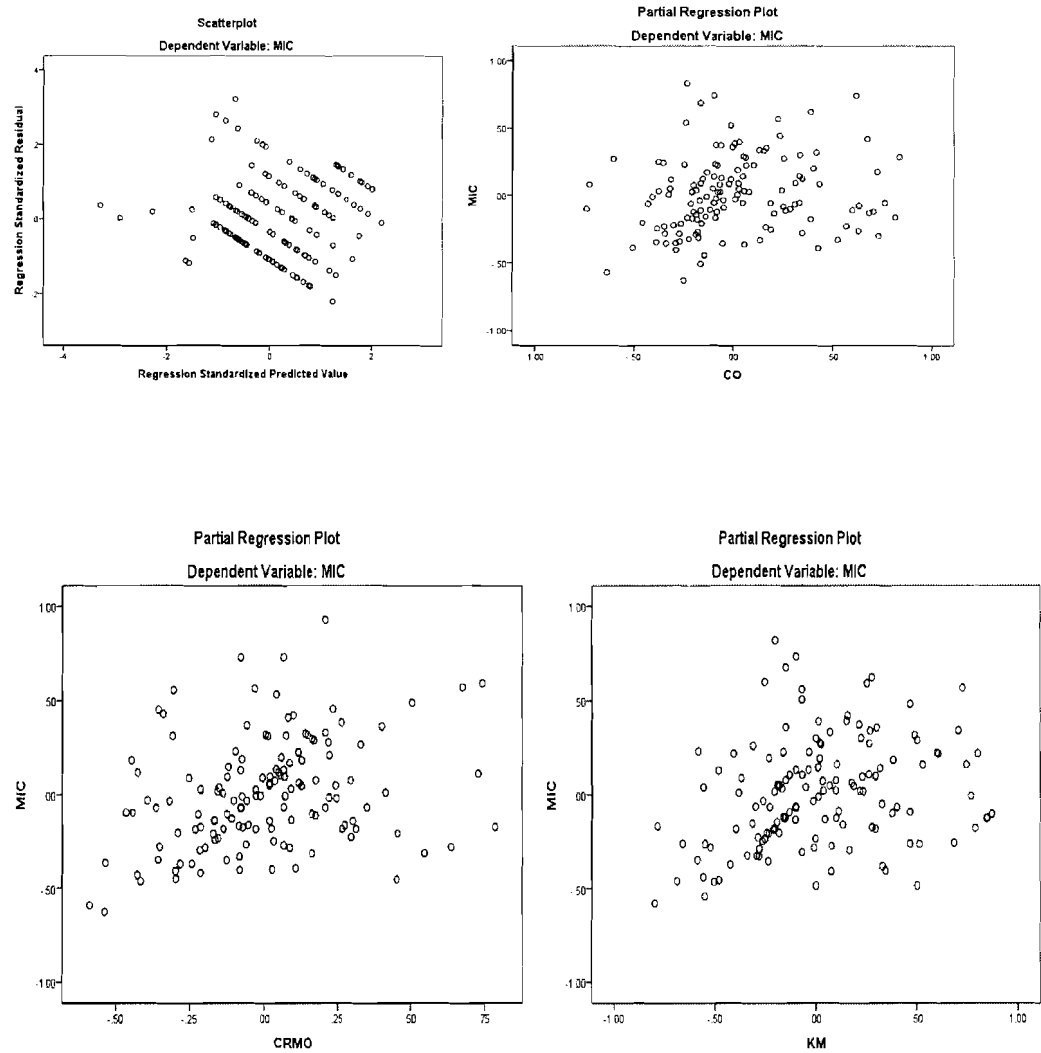


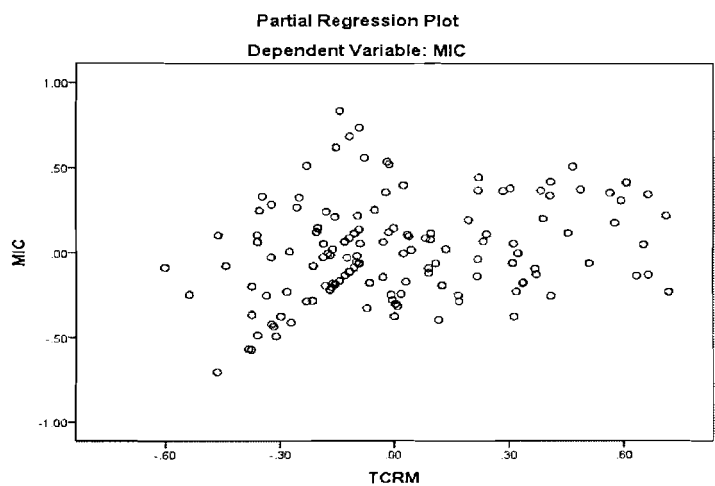
Relationship between CRM dimensions (customer orientation (CO), CRM organization (CRMO), knowledge management (KM) and Technology-based CRM (TCRM)) (IV) and marketing planning capability (MPC) (DV).





Relationship between CRM dimensions (customer orientation (CO), CRM organization (CRMO), knowledge management (KM) and Technology-based CRM (TCRM)) (IV) and marketing implementation capability (MIC) (DV).

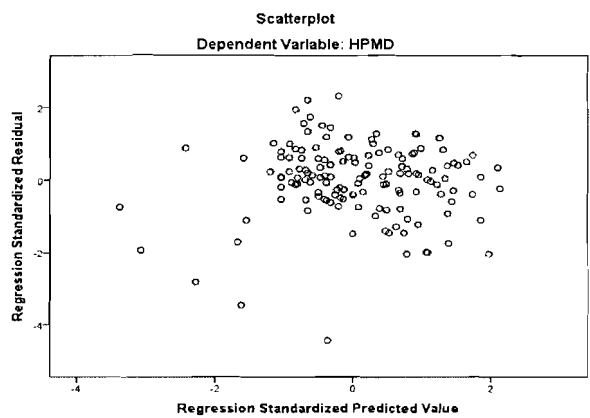




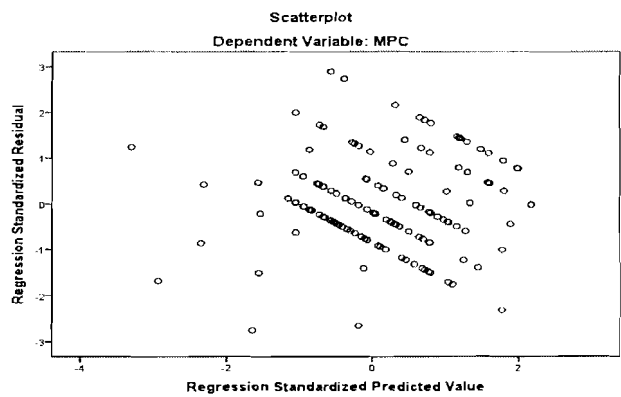
APPENDIX 6

SCATTER PLOTS

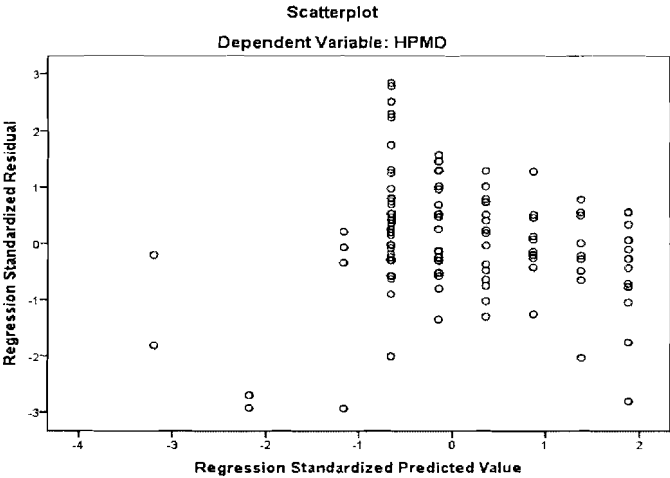
Relationship between CRM dimensions (IV) and hotel performance (DV).



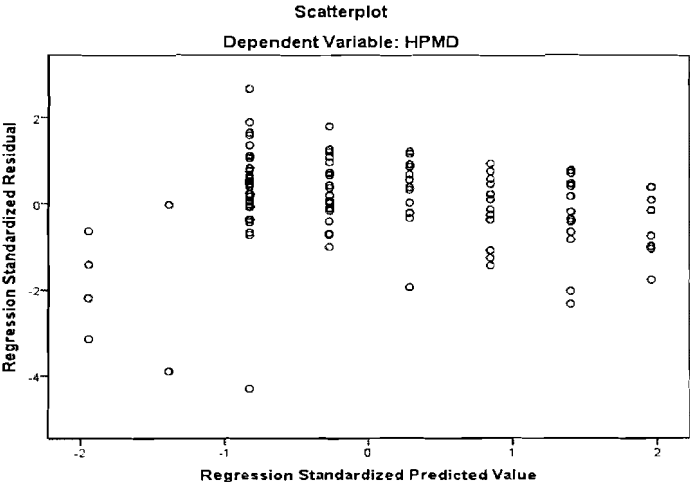
Relationship between CRM dimensions (IV) and marketing planning capability (DV).



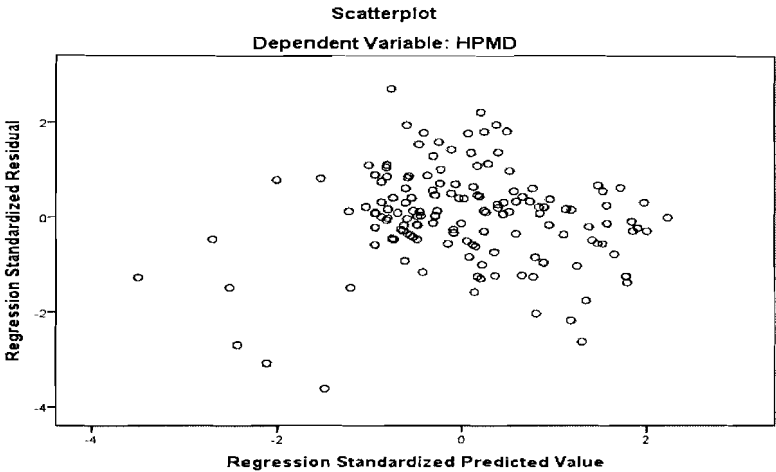
Relationship between marketing planning capability (IV) and hotel performance (DV).



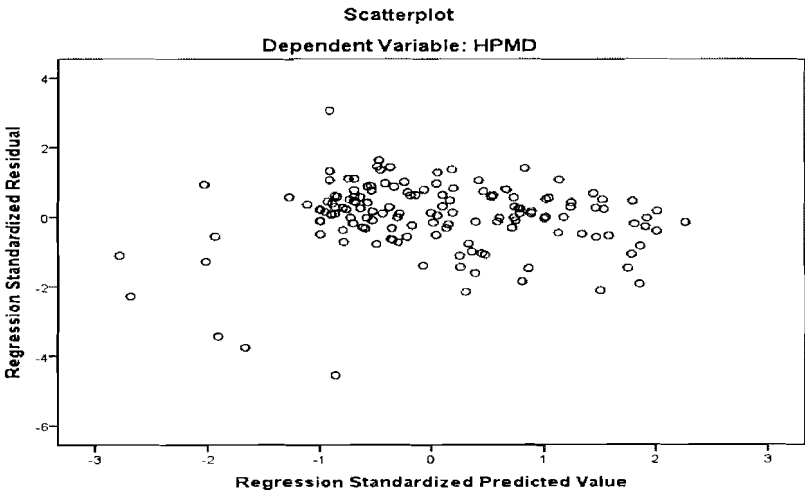
Relationship between marketing implementation capability (IV) and hotel performance (DV).



Relationship between CRM dimensions, marketing planning capability and hotel performance



Relationship between CRM dimensions, marketing implementation capability and hotel performance



APPENDIX 7:

REGRESSION ANALYSIS RESULTS

Multiple Regressions for the Relationship between CRM Dimensions and Hotel Performance

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	TCRM, CO, KM, CRMO		Enter

- a. All requested variables entered.
b. Dependent Variable: HPMD

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df	df2	Sig. F Change	
1	.703 ^a	.494	.481	22.937	.494	35.930	4	147	.000	1.751

- a. Predictors: (Constant), TCRM, CO, KM, CRMO
b. Dependent Variable: HPMD

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.561	4	1.890	35.930	.000 ^a
	Residual	7.734	147	.053		
	Total	15.295	151			

- a. Predictors: (Constant), TCRM, CO, KM, CRMO
b. Dependent Variable: HPMD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.638	.314		1.938	.055		
	CO	.127	.059	.224	2.159	.002	.607	1.455
	CRMO	.330	.072	.333	4.555	.000	.642	1.558
	KM	.157	.053	.236	2.979	.003	.719	1.391
	TCRM	.158	.066	.157	2.573	.011	.818	1.223

- a. Dependent Variable: HPMD

Multiple Regressions for the Relationship between CRM Dimensions and Marketing Planning Capability

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	TCRM, CO, KM, CRMO		Enter

a. All requested variables entered.

b. Dependent Variable: MPC

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.644 ^a	.414	.338	.30533	.414	26.004	4	147	.000	1.640

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: MPC

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.701	4	2.425	26.004	.000 ^a
	Residual	13.710	147	.093		
	Total	23.411	151			

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: MPC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.113	.419		.269	.786		
	CO	.191	.079	.195	2.424	.017	.637	1.455
	CRMO	.332	.096	.272	3.446	.001	.642	1.559
	KM	.194	.070	.205	2.755	.007	.719	1.391
	TCRM	.252	.037	.202	2.894	.004	.818	1.223

a. Dependent Variable: MPC

Multiple Regressions for the Relationship between CRM Dimensions and Marketing Implementation Capability

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	TCRM, CO, KM, CRMO		Enter

a. All requested variables entered.

b. Dependent Variable: MIC

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.673 ^a	.453	.438	26902	.453	30.401	4	147	.000	1.637

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: MIC

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.801	4	2.200	30.401	.000 ^a
	Residual	10.638	147	.072		
	Total	19.439	151			

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: MIC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.374	.339		1.014	.312		
	CO	.142	.039	.150	2.043	.043	.697	1.455
	CRMO	.316	.035	.284	3.725	.000	.642	1.558
	KM	.219	.032	.255	3.538	.001	.719	1.391
	TCRM	.240	.077	.211	3.126	.002	.818	1.223

a. Dependent Variable: MIC

Simple Regression for the Relationship between Marketing Planning Capability and Hotel Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.705 ^a	.497	.493	.22654	1.618

a. Predictors: (Constant), MPC

b. Dependent Variable: HPMD

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.597	1	7.597	148.026	.000 ^a
	Residual	7.698	150	.051		
	Total	15.295	151			

a. Predictors: (Constant), MPC

b. Dependent Variable: HPMD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.788	.200		8.932	.000
	MPC	.570	.047	.705	12.167	.000

a. Dependent Variable: HPMD

Simple Regression for the Relationship between Marketing Implementation Capability and Hotel Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.754 ^a	.568	.565	.20993	1.596

a. Predictors: (Constant), MIC

b. Dependent Variable: HPMD

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.685	1	8.685	197.063	.000 ^a
	Residual	6.610	150	.044		
	Total	15.295	151			

a. Predictors: (Constant), MIC

b. Dependent Variable: HPMD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.341	.205		6.533	.000
	MIC	.668	.048	.754	14.038	.000

a. Dependent Variable: HPMD

Multiple Regressions for the Relationship between CRM Dimensions, Marketing Planning Capability, and Hotel Performance.

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	MPC, TCRM, CO, KM, CRMO		Enter

a. All requested variables entered.

b. Dependent Variable: HPMD

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 ^a	.604	.591	.20359

a. Predictors: (Constant), MPC, TCRM, CO, KM, CRMO

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.244	5	1.849	44.603	.000 ^a
	Residual	6.051	146	.041		
	Total	15.295	151			

a. Predictors: (Constant), MPC, TCRM, CO, KM, CRMO

b. Dependent Variable: HPMD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.569	.279		2.040	.043
	CO	.120	.054	.144	2.241	.027
	CRMO	.213	.067	.216	3.194	.002
	KM	.089	.048	.117	1.861	.065
	TCRM	.080	.060	.079	1.341	.182
	MPC	.350	.055	.433	6.371	.000

a. Dependent Variable: HPMD

Multiple Regressions for the Relationship between CRM Dimensions, Marketing Implementation Capability, and Hotel Performance.

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	MIC, TCRM, CO, KM, CRMO	.	Enter

- a. All requested variables entered.
b. Dependent Variable: HPMD

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.642	.630	.19360

- a. Predictors: (Constant), MIC, TCRM, CO, KM, CRMO

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.823	5	1.965	52.415	.000 ^a
	Residual	5.472	146	.037		
	Total	15.295	151			

- a. Predictors: (Constant), MIC, TCRM, CO, KM, CRMO
b. Dependent Variable: HPMD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.436	.266		1.639	.103
	CO	.121	.051	.145	2.400	.018
	CRMO	.184	.064	.186	2.878	.005
	KM	.056	.046	.074	1.212	.228
	TCRM	.058	.057	.057	1.013	.313
	MIC	.461	.059	.520	7.768	.000

- a. Dependent Variable: HPMD