Research on the Improvement of Service Quality in the Service Industry-Perspectives of Customer Relationship Management

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Abstracts: Customer relationship management is an important strategy for the service industry to maintain its competitiveness. By integrating all business indicators including marketing, service process, quality management, after-sales care, brand image, etc., it can gain customer loyalty and provide customized Serve. In the face of such a fierce competitive environment, enterprises must be able to grasp customer needs if they want to continue to make profits. Therefore, they must rely on customer relationship management and emphasize the lifetime value of customers. In order to understand how much the leisure hotel industry attaches importance to customer relationship management, and to effectively summarize the applicable customer relationship management strategies, this article selects the most important indicators of customer relationship management through twelve senior experts in the leisure hotel industry. The ranking of the importance of the indicators is used as a suggested strategy for leisure hotel operators to operate customer relationship management in this study.

Keywords: Resort Hotel, Customer Relationship Management, Service Quality, Customer Loyalty.

1. INTRODUCTION

Taiwan's booming tourism, catering and leisure market in recent years has advertised "service innovation" to improve overall customer satisfaction. Due to the complexity, variability, and competitiveness of the attributes of the tourism and catering industry, it is difficult to properly take into account all operations. On the one hand, it is easy to cause uneven service quality and service gaps, which will affect operational performance. Therefore, the tourism and hospitality industry should have a scientific management concept.

If you want to create a path in the fiercely competitive Red Ocean and the blue ocean where creativity is in command, service quality is an indispensable competitive factor. The research results of Tseng et al., (2017) pointed out that strengthening customer relationship management is essential for exhibition services. In the industry, customers' perception of service quality will improve.

Customer relationship management is an important strategy for leisure hotels to maintain their competitiveness. This research focuses on the key factors that leisure hotels should pay attention to in customer relationship management. As an important key activity when choosing to interact with customers, it is the topic of this research.

The enterprise pursues sustainable operation, and the service personnel must know the preferences and changes of customers to enhance interaction and establish a good relationship with customers. The customer relationship is not only the current consumption, but more importantly, after-sales service. We always care about customers. We believe that as long as customer satisfaction is improved, it will bring business opportunities to the company. In order to win new customers, consolidate and retain old customers, and to increase the profit contribution of customers, it is necessary to understand the methods of influencing customer behavior through continuous communication.

When the business owners want to change their business strategies, the criterion of customer relationship management becomes an important management index in terms of business characteristics. The purpose of this study is to summarize the theoretical development and framework of various customer relationship management through the collation and discussion of literature. And through the results of the AHP questionnaire survey of senior

hotel executives, to understand the cognition, application status and achievements of customer relationship management in each resort hotel, and then after sorting out, the strategy guidelines of customer relationship management used by leisure hotels are summarized.

The senior experts who participated in this study were limited to the senior executives who are currently working in the leisure hotel industry in Taiwan. The senior executives invited for the questionnaire survey are well-known in the industry and have more than 15 years of experience in the industry, providing very practical information. The list of 12 senior executives of leisure hotels who were surveyed by experts is listed in the table below.

Table 1 List of industry experts invited for this study.

Number	Name	Job title	Service Units
1	Mr. Chen	General manager	Caesars Hotel
2	Mr. Pan	Deputy General Manager	Chateau Beach Hotel
3	Mr. Peng	Deputy General Manager	Unity Resort
4	Mr. Tian	General manager	Maldives Hotel
5	Mr. Huang	Deputy General Manager	Kenting Holiday Hotel
6	Mr. Liu	Deputy General Manager	Flower Season Hotel
7	Mr. Ye	Deputy General Manager	Crown Moon Resort
8	Mr. Chen	General manager	San Hao Tourist Hotel
9	Mr. Xu	General manager	Atayal Resort
10	Mr. Chen	Deputy General Manager	West Lake Resort
11	Mr. Jiang	General manager	Evergreen Laurel Hotel
12	Mr. Zhuang	General manager	Evergreen Phoenix Hotel

2. LITERATURE REVIEW

2.1 Customer Relationship Management

Customer relationship management (CRM) is considered a strategic macro process. It aims to ensure building and sustaining a profit-maximization portfolio concerning customer relationship with the firms (Chatterjee et al., 2022). Utilize integrated marketing to establish sales, marketing and service processes that provides consistent customer satisfaction experience. Customer relationship management is a vital and evolving business practice used to manage a company's interactions with its future and existing customers. The task of the CRM approach is to analyze data about a customer's history. It focuses on ways of retaining customers and thus helps in sales growth (Soltani et al.,2018).

Contemporary perspectives on customer relationship management and the parent concept of customer management gathered momentum in the mid-1980 s and early 1990s. The advent of digital technologies, especially social media, have prompted a further evolution of the concept (R.P.Vega et al., 2022).

The dimensions of customer relationship management (CRM) are typified by website design, website search, privacy, security, and on-time delivery of services, while the dimensions of service quality include reliability, responsiveness, assurance, and empathy (Alshurideh,2022).

2.2 Service Quality

With the change of the times, what enterprises care about has gradually changed from the traditional production orientation to the customer-centered relationship marketing orientation. The rise of consumer awareness has made companies realize that only by shifting product concepts to customer orientation and improving customer satisfaction with comprehensive services can they remain invincible in the market for a long time.

SERVQUAL is a customer satisfaction survey tool developed by Parasuraman, et al., in 1988 based on the service quality gap model. It is used to measure customers' perception of service quality; the five major evaluation items are as follows:

1. Tangibles: Refers to factors that affect vision, such as the environment, facilities, and service appearance.

2. Reliability: refers to the ability to promise service.

3. Responsiveness: refers to the promptness, willingness and courtesy of providing services.

4. Assurance: Refers to the degree to which the service provider's knowledge and expertise have won the trust of customers.

5. Empathy: Refers to the degree to which the service provider cares about the customer's personal needs.

2.3 Customer Loyalty

Customer satisfaction is essential for company reputation and loyalty because a company's reputation largely depends on customer satisfaction in turbulent markets. Due to uncertainty in the market, no company can go smoothly in this turbulent market. (Khan et al.,2022). The success of CRM is largely affected by "customer loyalty", which depends on "organizational ability" and "customer knowledge management" to complete the success of customer relationship management (Soltani et al., 2018).

The surge in the use of the Internet, particularly social networking platforms like Facebook, Twitter, Instagram and Snapchat, has brought in various opportunities and challenges for marketers seeking to manage customer relationships (Vega et al., 2022). In today's dynamic, changing market, customer relationship management supported by a powerful technological solution for business management such as Customer Relationship Management (CRM) is essential for business success (Navarro et al., 2021).

Now customer relationship marketing (CRM) solutions might be the hottest topic in business world. CRM impelled the growth of both B2B and B2C markets. But the issue is how to apply the cutting-edge CRM solutions (Xu,Y. et al.,2002). Customer Loyalty It has proven to be one of the fastest growing technological solutions.

3. METHODOLOGY

3.1 AHP Structure

According to data collection, arrangement and analysis, the study presents the structure as figure 1.
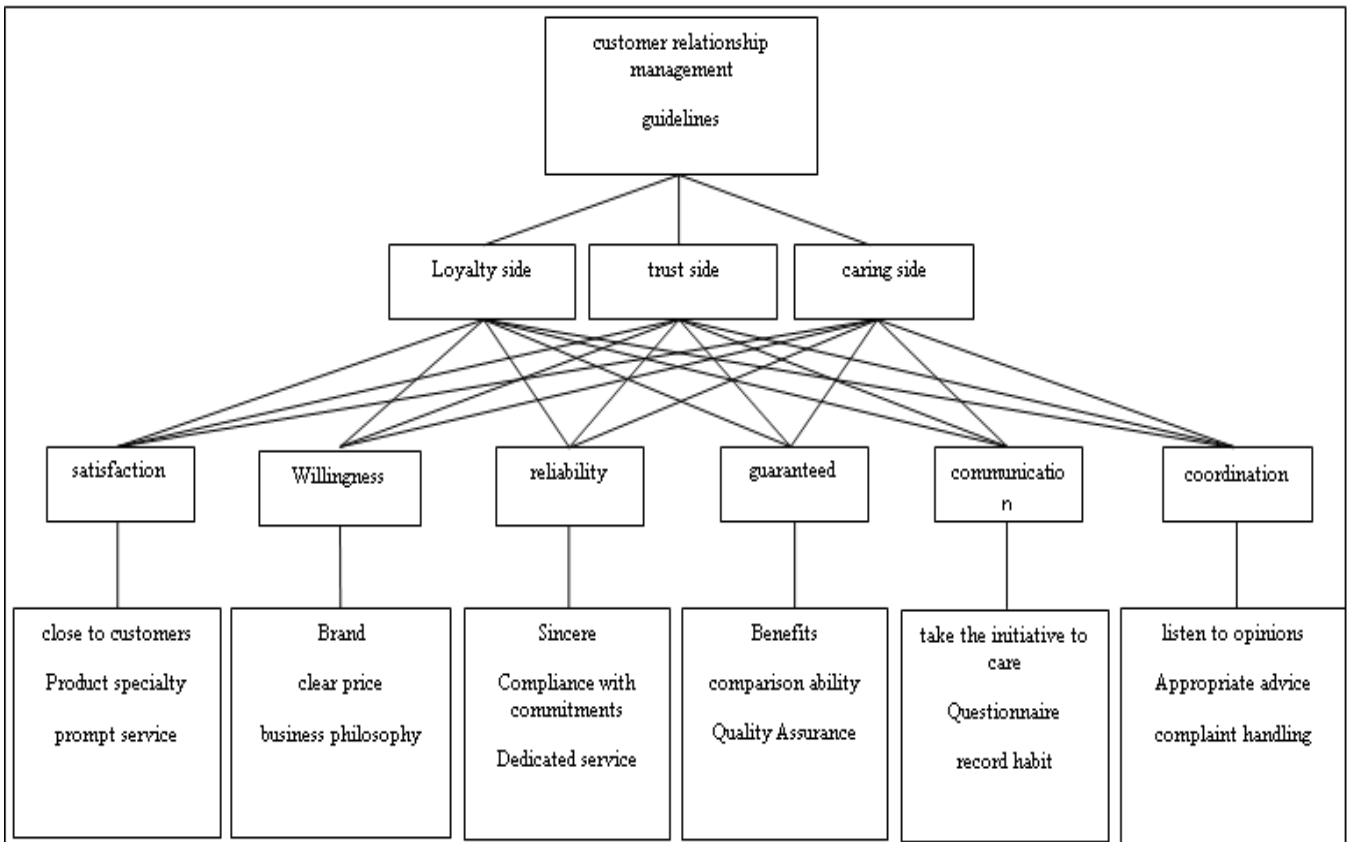
Figure 1. the hierarchy (compiled by the study)

3.2 AHP Hierarchy

After sorting out the literature and selecting expert opinions, the key factors of the "Guidelines for Customer Relationship Management in Leisure Hotels" were sorted out, and the research variables were divided into three levels according to the framework of the Analytical Hierarchy Process (AHP), which are explained as follows:

Table 2 comprehensive factor hierarchy

First phase	Second phase	Third phase
Loyalty side (A-1)	satisfaction(B-1)	Whether it can effectively let customers know you and like you (C1-1).
		Whether to let customers understand product types, specifications, materials, features (C1-2).
		Whether it can correctly and quickly provide customer needs and meet customer expectations (C1-3).
	Willingness(B-2)	Whether there is a brand image, increase the named purchase rate (C2-1).
		Whether the price positioning is clear, so that consumers can feel at ease (C2-2).
		Whether there is a business philosophy of value for money and customer first (C2-3).
trust side (A-2)	reliability(B-3)	Whether it has a sincere and honest expression and attitude (C3-1).
		Whether to abide by the commitment to customers, and actively contact customers (C3-2).
		Do you have the service enthusiasm and belief of empathy (C3-3)
	guaranteed(B-4)	Whether it can explain the benefits and advantages of the product to the customer (C4-1).
		Whether it can correctly compare the product differences between the company and the same industry (C4-2).
		Whether quality testing or quality assurance verification documents can be provided (C4-3).
caring side (A-3)	communication(B-5)	Whether it can take the initiative to care about the needs of customers (C5-1).
		Whether to use questionnaires to understand customers' perceived expectations (C5-2).
		Whether to record the customer's consumption habits (person, event, time, place, thing, money) (C5-3).

	coordination(B-6)	Ability to listen to customer needs or opinions with empathy (C6-1).
		Whether it is possible to correctly suggest suitable products based on customer needs (C6-2).
		Whether it can handle customer complaints in correct steps and methods (C6-3).

4. RESULTS AND ANALYSIS

After 12 expert questionnaire evaluation and analysis, the weight value calculated by the AHP method can get the results in Table 4-1, including the evaluation results of the priority of each key factor and the priority order of each key factor.

Table 3   Result: the average of the sum from 12 experts

First phase(n=3)			Second phase(n=6)			Third phase(n=18)		
Factor	**weight**	**rank**	**Factor**	**weight**	**rank**	**Factor**	**weight**	**rank**
Loyalty side	0.158	3	satisfaction	0.222	1	close to customers	0.052	10
						Product specialty	0.093	2
						prompt service	0.077	4
			Willingness	0.129	6	Brand	0.057	8
						clear price	0.026	16
						business philosophy	0.045	12
trust side	0.520	1	reliability	0.194	2	Sincere	0.063	7
						Compliance with commitments	0.064	6
						Dedicated service	0.067	5
			guaranteed	0.185	3	Benefits	0.031	14
						comparison ability	0.028	15
						Quality Assurance	0.126	1
caring side	0.322	2	communication	0.132	5	take the initiative to care	0.090	3
						Questionnaire	0.018	18
						record habit	0.024	17
			coordination	0.138	4	listen to opinions	0.054	9
						Appropriate advice	0.034	13
						complaint handling	0.050	11

The key indicators of leisure hotel customer relationship management are as follows: satisfaction, willingness, reliability, guarantee, communication and coordination, and other six key factors. The results of the research can obtain the consensus opinions of experts and business evaluation criteria, which can be summarized as follows:

1. Satisfaction: Customer relationship management requires closeness to customers, professional products, and prompt service.

2. Willingness: Customer relationship management requires a brand image, clear price tags, and business philosophy.

3. Reliability: Customer relationship management requires sincerity, commitment, and service enthusiasm.

4. Guarantee: Customer relationship management needs to have rights statement, comparison ability, and quality assurance.

5. Communication: Customer relationship management needs to have the habit of actively caring, questionnaire survey and recording.

6. Coordination: Customer relationship management requires listening to opinions, appropriate suggestions, and handling complaints.

CONCLUSION AND SUGGESTION

When the leisure hotel industry selects the "Guidelines for Customer Relationship Management in Leisure Hotels", most of the top executives decide that "trust aspect" is the first influencing aspect, and "caring aspect" is the second most influential aspect.

Furthermore, senior executive experts in the industry believe that "satisfaction" under the dimension of "loyalty" is the second level influencing factor, which is an important indicator for selection as the first, and "reliability" under the dimension of "trust " " is the second most important factor, and the third is "guarantee".

Finally, among the 18 key indicators of the third layer, the first is "Quality Assurance", the second is "Product Professionalism" and the third is "Active Care", which shows the importance of the "trust aspect" in customer relationship management. This study suggests that the "Guidelines of Customer Relationship Management for Leisure Hotels" in leisure hotels should focus on satisfaction, reliability, and assurance in terms of work performance. These three factors should be enriched.

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