INTERNATIONAL HELLENIC UNIVERSITY

Customer satisfaction on Hospitality through the lens of CEM, CRM and technological innovations

Sofia Alexandridou

SCHOOL OF ECONOMICS, BUSINESS ADMINISTRATION & LEGAL STUDIES

A thesis submitted for the degree of

Master of Science (MSc) in Hospitality and Tourism Management

December 2018
Thessaloniki – Greece

Student Name:	Sofia Alexandridou
SID:	1109150001
Supervisor:	Prof. Eleni Mavragani, Korina Katsaliaki

I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

December 2018

Thessaloniki - Greece

Abstract

This dissertation was written as part of the MSc in Hospitality and Tourism Management at the International Hellenic University.

The progress of the economic value from services to the creation of memorable experience forces the hospitality industry to foster new practices that can respond successfully to new customer needs. CEM and CRM are two managerial practices that can be used to in hospitality to respond to the new customer's expectations. The treasure trove of every business is the customer satisfaction and retention since it costs five times more to attract new customers. Hence, the successful creation and design of customer experiences can achieve this goal and respond to new customer requirements.

In recent years, we observe the advent of new technological advancements in the hospitality industry that have brought a new era to the whole sector. The use of biometrics, self-check-in, augmented and virtual reality, robotics, voice-empowered devices and chatbots are some of the most popular innovations. All these breakthroughs have caused a change in many traditional hospitality processes affecting both the hotel functionality and the customer experience.

The aim of this research is to identify if the customer satisfaction would be intensified by the implementation of CEM, CRM and the brand-new technological innovations by thelodging providers. Moreover, it will be indented to unveil the level of frequency Greek hotels implement CRM and CEM practices and which innovations are more popular to the Greek audience.

The two supervisors that assisted to this research is Eleni Mavragani and Korina Katsaliaki.

Keywords: Customer experience management, CRM, customer satisfaction, technological innovations, experiences

Student Name

Sofia Alexandridou

Date

21.12.2018

Acknowledgments

Firstly, I would like to thank my supervisor Eleni Mavragani for always been at my disposal for any questions and guidance. Her support was vital for the completion of the present research. Also, I would to thank the International Hellenic University that provided me the chance to participate in the Hospitality and Tourism Management program that paved the way to my first steps into the tourism world and opened the doors for a promising career in hospitality.

I would like also to thank my family for supporting me all this time that I combined job responsibilities, marriage and the upbringing of my one-year old son. Thanks to my son, Charalambos, and my husband for understanding how difficult it is to be a mom, a student and a working lady.

Thank you all.

List of abbreviations

AR   Augmented Reality

CEM   Customer Experience Management

CFT   Cross Functional Team

CK   Customer knowledge

CRM   Customer Relations Management

EK   Explicit Knowledge

IT   Information Technology

KM   Knowledge Management

TK   Tacit Knowledge

VR   Virtual Reality

Contents

Introduction

According to Oxford dictionary the term experience has two main meaning (a) The knowledge or skill acquired by a period of practical experience of something, especially that gained in a profession and (b) An event or occurrence which leaves an impression on someone.[1] In the management literature the term 'experience' fits best with the second definition given. L.P Carbone and S.T Haeckel (1994) termed experience as the *'take-away impression formed by people's encounters with products, services and businesses- a perception produced when humans consolidate sensory information'*[2]. They further argued that the main aim of experience management is to design and implement context clues that emanate from products, service processes and the environment (the scene of interaction between a customer and an employee).

The hospitality industry is a sector that has evolved dramatically the last decades as the basic offerings like bed and breakfast are thought to be just commodities nowadays and is mostly marketed as a place of high-intangible associations, like escapism and rejuvenation. All the above are in alignment with the concept of experience economy introduced by Pine and Gilmore in 1999[3]. As Pine and Gilmore argued, the main aim of service providers is to perceive their organization as the stage of experiences that elicit positive impressions to customers in order to feel emotionally connected with the brand and repeat purchase. The relevance between the management of customer experiences and the tourism sector is justified by earlier researches on traveler's behavior, which argued that people while traveling tend to be more activated and willing to try new experiences[3].

CRM is a customer-centric business philosophy[4] that derives from relationship marketing and combined with proper IT and organizational readiness can possibly be a driver of customer satisfaction. By incorporating CRM into the organizational culture and obtaining the necessary software can enhance the customer experience as it can lead to the creation of a high personalized customer experience.

---

[1] https://en.oxforddictionaries.com/definition/experience

[2] Lewis P. Carbone and Stephan H. Haeckel, 1994
[3] Cohen (1979), Crompton (1979), MacCannell (1989), Smith (1994)
[4] Thomson,2002

Greece is a well-known tourism destination that attracts tourists not only from Balkan and European countries, but International as well. In 2017 it attracted 27,2 million tourists[5], placing Greece in the 24th place among 136 countries in the Travel and Tourism Competitive Index for 2017[6], which shows a steady growth, as in the previous index was seven position down. The tourism development has prominent economic benefits for the country since the inbound tourists in comparison to 2016 increased 9,7% generating an upsurge in the country's revenue that was estimated at 14,2 billion Euros for 2017. Although, Greece constitutes one of the most important International destinations, yet not research has been conducted in the hospitality sector to answer questions related to CEM implementation and the adoption of brand-new technological innovations.

The aim of this research is to identify if the customer satisfaction would be intensified by the implementation of CEM, CRM and brand-new technological innovations by the hospitality industry. Moreover, it will be indented to unveil the level of frequency Greek hotels implement CRM and CEM practices. This will enable the present research to identify potential gaps between drivers of customer satisfaction and the absence of them by the lodging providers. Finally, it will be presented whether people perceive positively the new technological innovations in hospitality and which of them are more popular.

In this research, in the first module it will be analyzed the concept of Customer Experience Management, CRM and the hospitality technological breakthroughs. Secondly, it will be presented the methodology of the research, providing information about the sample, the data collection and the results. After that, the findings will be analyzed combined with the literature. Finally, we will conclude by providing suggestions for further research and limitations of the present work.

---

[5] http://sete.gr/media/10888/2018_symvolhtourismou-2017.pdf

[6] http://www.thetoc.gr/taksidia/article/h-thesi-ekpliksi-tis-elladas-stis-pio-isxures-touristika-xwres-ston-kosmo

1 Customer Experience Management

Customer Experience Management is not a new concept in the management literature as it has been studied over the past thirty years by many researchers. Trying to understand better the experience management concept it is vital to review some of the definitions given to that concept and examine the literature review.

One of the earliest definitions was given in 1974 by Mehrabian & Russell who stated that: "*Consumer experiences constitute the causal influences of physical environment and human interaction dimensions on emotions and behavior through whatever means are possible*". Lewis P. Carbone & Stephan H. Haeckel (1994) stated that: "*experience is the "takeaway" impression formed by people's encounters with products, services and businesses- a perception produced when humans consolidate sensory information*". Gentile's (2007) definition was: "*The Customer Experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. Experiences are strictly personal and imply the customer's involvement at different levels (rational, emotional, sensorial, physical and spiritual). Its evaluation depends on the comparison between a customer's expectations and the stimuli coming from an interaction with a company and its offering in correspondence with the different moments of contact or touch-points*." Finally, Walls (2009) gave the following brief and accurate definition: '*experiences are personal and exceptional; they involve customers' perception and participation, engage customers emotionally, are shared with others, and are remembered for a while*'. Shiv and Plassmann stated that if the customer value proposition (CVP) is the sum of the value emerging from the experience (Ev), the service attributes and the price (Pv), then all services: CVP = Ev + Av + Pv, then they concluded that the experience-centric services are those where: Ev> AAv+Pv[7].

What we can deduct from all these experience management theories is that an experience occurs when customers have gained knowledge or felt sensationally involved by cues of the context designed by a service provider[8]. If hospitality organizations put at the core of their

---

[7] Shin & Plassmann 2008
[8] Pullman and Gross 2004, p.533

offerings the creation of memorable customer experiences and endeavor to stimulate positive emotions, they will achieve incredible customer satisfaction rates[9].

1.2 CEM literature review

The quantity of the researches that have been conducted to shed light on this topic is huge. In the present research there will be mentioned the most popular theories that most of the modern researches and theories are based on.

1.2.1 The first appearance of the concept

The first appearance of the concept of experience in management and marketing literature was in 1982 by Holbrook and Hirschman's book "The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun." In their book Holbrook and Hirschman inclined to believe that the information processing view of customer behavior ignored consumption phenomena that include fantasies, feelings and fan. Up to that moment most experts emphasized the importance of product attributes and utilitarian functions, meanwhile, Holbrook and Hirschman wanted to introduce the experiential view that was based on the subconscious and nonverbal context cues that are associated with the consumption.

1.2.2 The 'serviscape' concept

Bitner in 1992[10], based on previews literature, introduced the notion of the '*servicescape*' stating that the physical setting of an organization can help or impede the interaction between customers and employees and that the physical environment must facilitate the delivery process. Moreover, argued that the '*servicescape*' can contribute to the strategic management of services by three different ways: a) can act as a visual metaphor of a company's offering, where actions happen, and represents the quality of the service[11] b) can have the role of the facilitator, which means to support either the interaction between the consumers and employees or the social interaction among customers and c) can act as a point of differentiation from other organizations, appealing most to the targeted segment, positioning the organization to the marketplace and transmitting the uniqueness that

---

[9] Lin and Liang, 2011; Kincaid,2010; Hou, 2013, Faizan Ali,Kashif Husain & Rosmini Omar, 2015
[10] Mary Jo Bitner(1992) Servicescapes: The Impact of Physical Surroundings on Customers and Employee, The Journal of Marketing, Vol. 56, No. 2, pp. 57-71
[11] Solomon, Michael R. (1985), "Packaging the Service Provider," Services Industries Journal, 5 (July), 64-71.

[11]

differentiates the company from the competitors. Finally, Bitner mentioned that customers and employees are highly affected by environmental dimensions that cause cognitive, emotional and psychological responses. These responses are either approach (positive) or avoidance (negative) and are linked to the desire to stay or leave a place.

1.2.3 The Drama Metaphor

Grove and Fisk in 1992 presented the service encounter through the lens of drama metaphor, viewing the physical setting as a stage, the service employees as "actors", the service process as the "script", the customers as the "audience" and the back office as the "backstage"[12].

1.2.4 Mechanics and Humanics

In 1994 Carbone and Haeckel presented design principles of customer experiences and categorized the clues emitted by the environment into mechanics (those that emanate from objects, such as the exterior design etc.) and humanics (those steaming from people). They supported that the engagement of all five senses (sight, sound, smell, taste and touch) is very crucial since they have great influence on the creation of memorable experiences.[13].

1.2.5 The Experience Economy

Pine and Gilmore separated experiences from other economic offerings stating that they have their own separate qualities and characteristics. In their pioneering work they stated, (figure 1.) that according to the progression of the economic value, experiences like commodities, goods and services, must be perceived as a separated economic offering since it possesses distinct characteristics.

---

[12] http://www.acrwebsite.org/volumes/7341/volumes/v19/NA-19

[13] Lewis P. Carbone and Stephan H. Haeckel (1994)Vol 3. No.3, B. Josepg Pine and James Gilmore (1998), Welcome to the experience Economy,
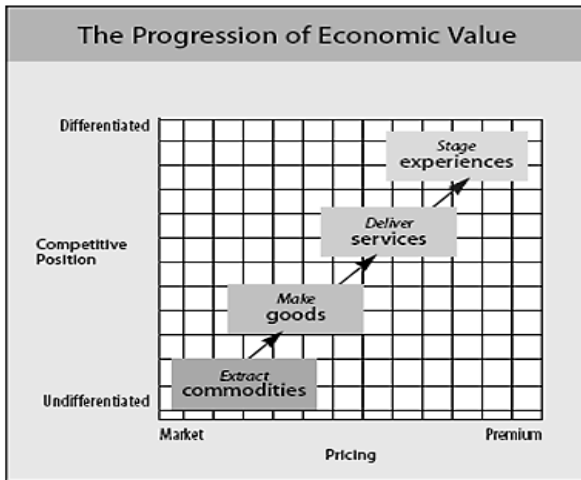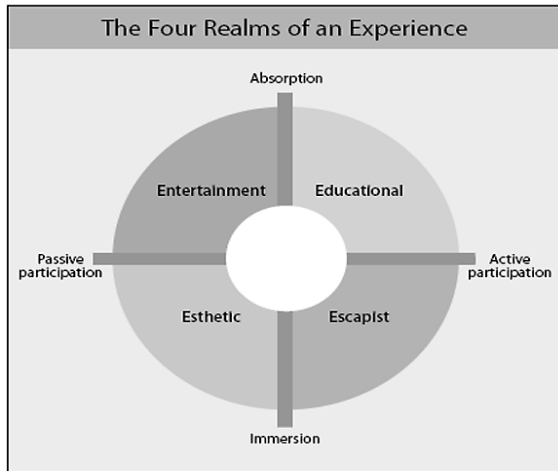
Figure 1. The progression of economic value

Figure 2. The four realms of experiences

They further argued that customer offerings must be linked to experiences in order to be meaningful and build a long-term profitable relationship with consumers. As we can see in figure 2, they formulated four experiences categories, that according to their characteristics, they are placed into circle which is divided into two axes. The horizontal ax is the level of customer participation, which is divided into active and passive. The vertical ax represents the connection created between the costumers and the event of performance, which can either be immersive or absorbing. The experience categories that emerged based on people's participation and connection are the following: Entertainment, Education, Esthetic and Escapist.

Based on these categories many researchers tried to explore or construct the key components to create memorable experiences. Renewal and escapism are one element that aids people get away from their ordinary lives and 'taste' something different. In hospitality industry this can be achieved by the adoption of innovative physical setting that gives the sense of escaping reality. Surprises[14], novelty, social interaction[15] with other guests and employees can also aid toward an unforgettable experience. Lastly, hedonic and pleasurable aspects can boost the recall of an experience since it is believed that these two elements have a great effect on customer's emotions[16].

---

[14] Farber and Hall, 2007
[15] Tung and Richie, 2011
[16] Zimmerman and Kelly 2010

[13]

The revolutionary study of Pine and Gilmore started an academic debate in order to decide whether experiences should be perceived as a distinct organizational offering, differentiated from products and services or not. Many scholars perceived experiences as a subset of services[17] and others believed that services should be divided into functional and experience-oriented offerings[18]. Services have been characterized as 'intangible activities performed on behalf of another individual whose primary purpose is to fulfill a need'[19] and the emphasis lies on standardization and reliability[20]. On the other hand, what experience organizations seek is differentiation and uniqueness that will be communicated through innovative processes for growth[21]. The level of customer participation also defers comparing the two concepts, as in experiences the customer engagement is multiplied. What really was alerted is the economic value that from the consistency and the functionality shifted towards memories and emotional value. Finally, Pine and Gilmore[22]proposed five suggestions that lead to memorable experiences: theme the experience, harmonize impressions with positive cues, eliminate negative cues, mix in memorabilia and engage all five senses.

1.2.6 Co-creation of experiences

In the quest for a competitive advantage in a marketplace that dictated experiences as the future value proposition for companies, appeared the notion of co-creation[23]. Traditional organizational systems used to focus on the production of goods and services, deciding what is valuable for the customer and what not. As it is depicted in figure 3, the co-creation is about generating customer value by participating both the company and the customer into personalized interactions, considering the distinctiveness of each customer.

---

[17] Gronroos 2000
[18] Hansen 2013
[19] Toffler, 1970
[20] Zeithaml, V. A., Parasuraman, A., & Berry, L. L., 1990

[21] Sundbo, 2009
[22] Pine and Gilmore, 1998
[23] Prahalad&Ramaswamy, 2004

Firm-Consumer Interaction

(1) Interaction is the locus of *co-creation of value* and economic value extraction by the consumer and the firm

(2) *Co-creation experiences* are the basis of value

The Firm:
Collaborator in co-creating value and competitor in extracting economic value

The Market:
Co-Creation Experiences of Unique Value in the context of an individual at a specific moment

The Consumer:
Collaborator in co-creating value and competitor in extracting economic value
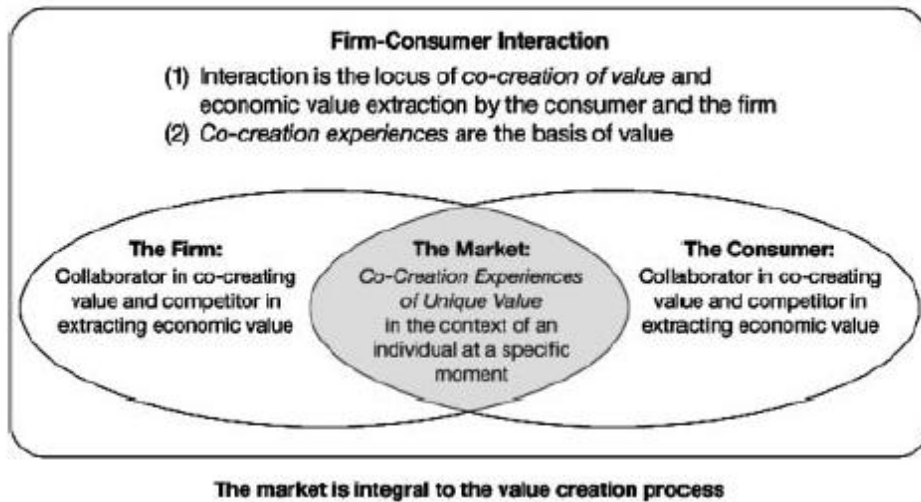
The market is integral to the value creation process

Figure 3. Emerging concept of the market (source C.K Prahaland and Ven Kat Ramaswamy, 2004)

The model of co-creation, as we can see in Figure 4, proposed four blocks that can facilitate the co-creation of experiences, which are: dialog, access, risk-benefits and transparency. The dialog between a firm and customers means the deep engagement to interact with the customers, to listen to their needs and preferences and have the ability and the willingness to cater them. The transparency and access are both imperative for a meaningful communication between a firm and a customer since nowadays communities are connected and have access to a great amount of information which empowers them. The dialog, access and transparency can altogether lead to the assessment of the risk/ benefits and finally enable the decision-making process[24].
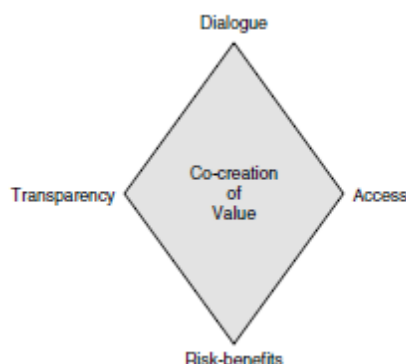

Dialogue

Transparency   Co-creation of Value   Access

Risk-benefits

Figure 4. Building blocks of Co-creation of economic value (source C. K. Prahalad and Venkat Ramaswamy 2014)

---

[24] C.K Prahaland and Ven Kat Ramaswamy, 2004

1.2.7 Designing experience-centric services

Zomerdijk and Voss 2010, based on previous literature, tested and summarized the practices for designing experience-centric services. They concluded that the experience-design principals include the following areas (figure 5):

- Design a series of service encounters and cues

- Engage all five senses of customers

- Engage customers through the front-line employees

- Design the dramatic structure of events

- Manage the presence of fellow customers

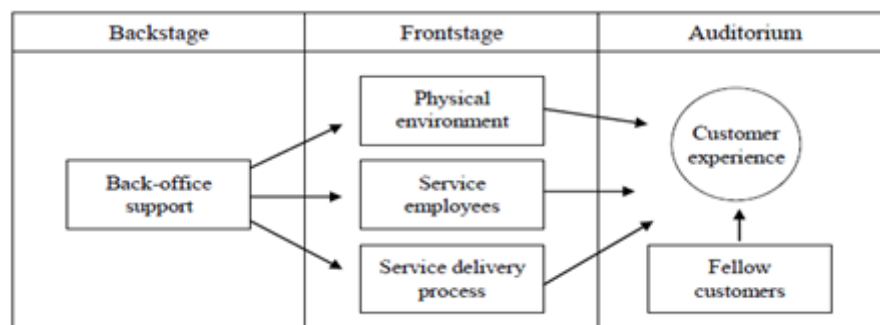- Coupling backstage employees to front stage experience

Figure 5. The design of the five experiential areas (Zomerdijk and Voss 2010)

They also underlined the importance of pre and post purchase experience, the management of the arrival and departure, the creation of anticipation and the attention to physical aspects of the service delivery.

1.2.8 Service Quality in Luxury Hotel Brands

In the search for what constitutes a service quality in Luxury hotel brands, it was proposed that the three main prerequisites for service quality are the physical product, the service experience and the quality of food and beverage[25]. As luxury goods and services are correlated with high intangible associations, the branding should support the creation of an image that can attract and aspire customers[26]. Kim and Cha[27], based on their research

---

[25] Wilkins, Merrilees and Herington 2007
[26] Keller, 2009
[27] Kim, W. G., & Cha, Y. (2002). Antecedents and consequences of relationship quality in hotel industry. Hospitality Management, 21, 321–338.

conducted in Korean hotels, developed a customer-based brand equity model, defining its dimensions to be the brand loyalty, brand awareness and perceived quality, which resulted to have a great impact on the luxury hotel performance. Moreover, Ting-Yueh Chang & Shun-Ching Hong (2010) stated that the experience quality ingredients are: physical surroundings, customer themselves, service provider, other customers and customer companions. Their research had its roots on Csikszentmihalyi and LeFevre work(1989), who investigated the quality of life experience. Csikszentmihalyi and LeFevre defined the experience quality as: *'representing how customers emotionally evaluate their experiences as they participate in the consumption activities and interact with the service surroundings, service providers, other customers, customers companions and other elements'.*

In 2011, Walls and Okumus, as we can see in figure 6, summarized after a thorough investigation, all the characteristics that constitute and influence the customer experience.
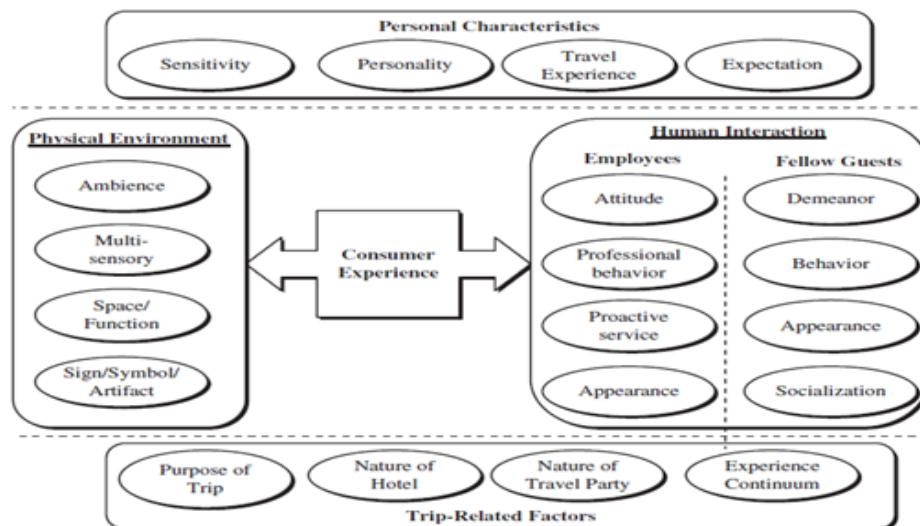

Figure 6. A conceptual model for the structure of consumer experience (source: A. Walls, F. Okumus, Y. Wang and Wuk Kwum, 2011)

In their work, they stressed the need for congruency, which means that all the cues that the customer encounters (ambient, social etc.) should be consistent with each other and with the image of the firm. Moreover, they examined the impact of customer personal characteristics and trip-related factors on the formation of the experiences during a trip. They concluded that an experience occurs when customers respond to the environment stimuli, which depends on trip-related factors (external responses) and the personality of a person (internal responses). Finally, based on their investigation on customer preferences

when they stay at luxury hotel brands, they argued that experiences should not be perceived as all or nothing phenomenon, but rather be viewed as differing degrees of experiences, which is called experience continuum.

The most recent research on the topic recommends that experience innovation is the next step to the future for value creation and that the emotional value is the most significant factor to achieve customer loyalty[28]. Emotions are not cognitive, internal mental states that are activated by some stimuli. Emotions are strongly linked to the performance of the service encounter[29] since they affect customer satisfaction[30]. Therefore, it is vital the delicate design of the tangible and intangible components of a service and the attention in every single detail in order to have positive results[31].

1.3 Satisfaction and Emotions linked to experiences

According to the progression of the economic value we already are into the fourth stage, in which experiences are what customers are searching and willing to pay for. As has been touted by previous researches, the creation of memorable experiences[6] and the stimulation of positive emotions[7] lead to customer satisfaction and loyalty. Hence, many managerial practices try to develop loyal and long-term relationships with customers[32]. Customer satisfaction is defined as:

- *'The difference between the customers' expectations and the service provider's performance'*[33].
- *' A judgment that a product, or service feature, or the product or service itself, provides o pleasurable level of consumption-related fulfillment, including levels of under or over fulfillment'*[34].
- *'A post-choice evaluative judgment concerning a specific purchase selection'*[35]

Customer emotions are also thoroughly researched for its impact on consumers' perception. Emotions according to Bagozzi[36] is *'a mental state of readiness that arises from cognitive*

[28] Sipe, Lori J.1 Testa, Mark R.1 (Feb-Mar2018)
[29] Jani & Han 2011
[30] Lin & Liang 2011
[31] Pullman and Gross 2004
[32] Das 2009
[33] Ryu 2012
[34] Oliver 1997 p.13
[35] Day 1984, p.497

appraisals of events or thoughts; has a phenomenological tone; is accompanied by psychological processes; is often expresses physically; and may result in specific actions to affirm or cope with emotion, depending on its nature and the person having it'. Further, research on the nature of emotions argues that emotions have three main characteristics:

- Emotions are internal mental states[37]
- Are not cognitive and are characterized as affective states of subjective feelings[38]
- Are created as a response to a stimulus[39]

The emotional value is deemed to be the most significant factor to attain maximized organizational loyalty rates[40]. Emotions are triggered during the service delivery process, when customers interact with employees[41]. Sundbo(2009) underlined the importance of customer engagement and participation during the service delivery process since an experience is something personal that happens into customer's minds. Hence, organizations can only impel experiences to occur. Keller (2009) argued that luxury brands evoke six emotions to consumers: warmth, fun, excitement, security, social approval, self-respect, peace and calm, sense of fulfillment and happiness.
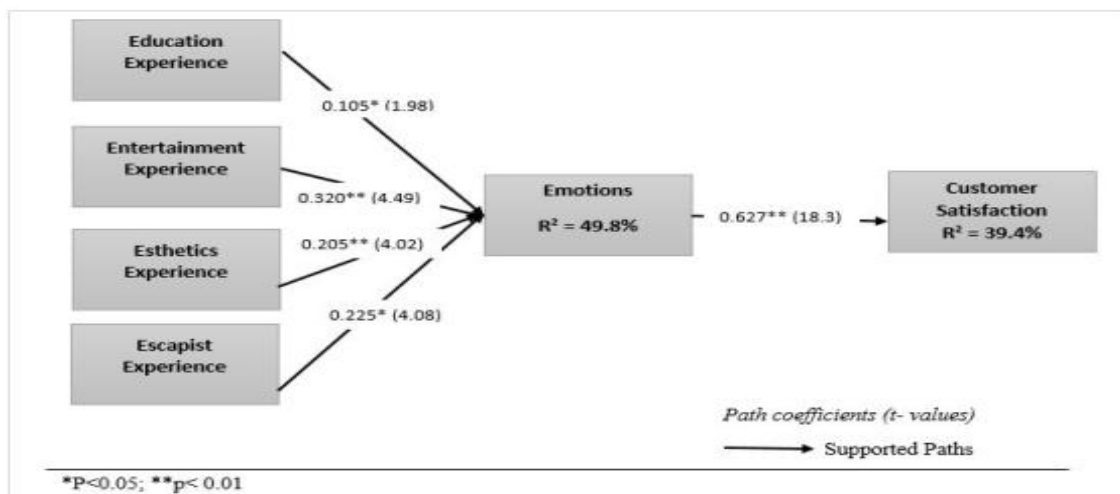

Figure 7. Impact of four realms of experiences to customer emotions and satisfaction (source: F. Ali, K. Hussain and R. Omar)

[36] Bagozzi, R., Gopinath, M. and Nyer, P. (1999)
[37] Mehrabian and Rusell 1999
[38] Jang and Namkung 2009
[39] Plutchik, 2003
[40] Forrester 2016
[41] Lin and Liang 2011

As we can see in Figure 7, in a recent research, which examined if the four realms of customer experiences can affect emotions and satisfaction in Malaysian resorts, showed that entertainment was the most important determinant to forge customer emotions, and then followed escapism, aesthetics and the last was education.

1.4 Experiential Marketing

Experiential marketing aims at the profound emotional customer engagement by the creation of highly differentiated brands, giving detailed insights regarding what to include in every stage of the customer journey to create a memorable and positive experience[42]. Scmitt (1999) proposed the five types of customer experience, called the phenomenology of experiences, which comprises: sense, feel, think, act and relate, and devised assessment tools to measure them from an experiential marketing perspective. Wood and Masterman[43] proposed seven experiential attributes that form a hole experience: involvement (emotional engagement with the brand), interaction (communication between the consumer and the brand), immersion (deep engagement of all the senses), intensity (highly engaging experiences that can be remembered for a long time and ensure brand preference), individuality (building personalized level of communication between the brand and the consumer), innovation (unique and creative ways of marketing), and integrity (capable of keeping promises to customers). According to a research conducted by Y. Verm and V. Jain, who interviewed managers from Indian luxury resorts regarding the experiential marketing implementation in Indian hotels, they summarized the findings in a graphical representation (figure 8), that enabled to make the following suggestions:

- Experiences should not be complimentary, otherwise they will be perceived as of low quality.
- Create service-centric experiences that make a difference by hotel staff exceptional service
- Select which hotel services will be standardized and which personalized (for example, safety and comfort are elements that International hotel brands want to keep standard).

---

[42] Yasha V Erm
[43] Wood & Masterman 2007

- Leverage of all touch points to create experiences, from the pre-purchase stage until the post-purchase.

- Maintain the provision of experiences even after the guest departure. For instance, Marriott send gifts or flowers to guests on special occasions.

- Collect customer feedback for future improvements and for customization of experiences to specific guests' requests.

- Create internal efficient communication, which will be backed by the possession of a guest history database, disseminate the information gathered and provide enhanced customized services.

- Achieve the 'Wow' experience by satisfying guests in such a way that they will be emotionally connected with the brand.
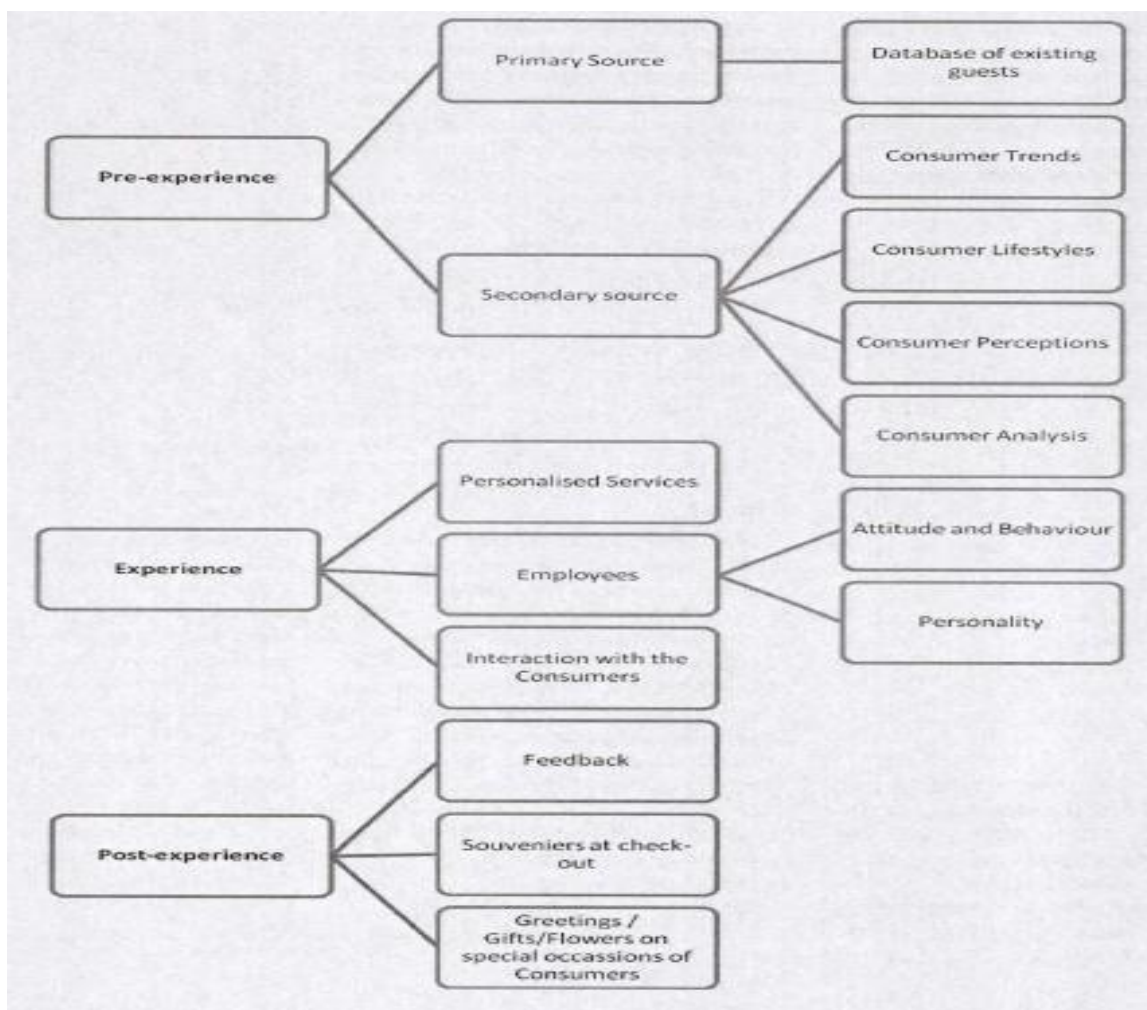

Figure 8. Process of experiential Marketing used by the Luxury Hotels (source: Yasha V. Erma & Varsha Jain)

2. Customer Relations Management (CRM)

CRM is a customer-oriented management approach that can enhance the customer experience, as it places the customer at the core of the business strategy and culture[44]. CRM has its origin in relationship marketing, but opposed to the traditional transactional marketing that tries to lure new customers, this one tries to build customer retention by cultivating long-term, profitable relationships with consumers[45]. CRM combined with the appropriate IT, organizational vision and the engagement of an organization's personnel can have impressive results in the customer satisfaction and loyalty[46]. Building efficient communication between the company and the customer will allow the creation of customer intelligence, which denotes the advantage a company has when knows customers' preferences and needs, to make a profit for both parties[47].

Information technology brought a new era in hospitality as it enabled hotels to meet more effectively customer expectations with more efficient and accurate services. According to Karadag and Dumanoglou 2009 investigation, who interviewed hotel managers from luxury hotels in Turkey, they found that when IT is integrated into the service processes this leads to higher service quality and increased productivity. Among the most popular definitions of CRM are the following:

- 'is a combination of business process and technology'[48],
- 'is an integrated sales, marketing and service strategy that prevents the "lone showmanship" and relies on coordinated actions [49],
- "is about servicing customers better across the entire organization[50],
- "Is a customer-centric business philosophy and culture that sustains affective marketing, sales and service processes[51].

---

[44] M.Maggon and Harish Chaudhry, 2015
[45] Christopher, M. Payne, A , Ballantyne, D., 1991
[46] Alford, 2001
[47] Nykamp Consulting Group 1999 cited in F. Hussain, M. B.B. S. Rahman and M. G.B. Hassan 2012
[48] Couldwell 1998
[49] Kalakota and Robinson 2000
[50] Dodds 2001)
[51] Thomson, 2002

- 'A core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high-quality customer data and enabled by IT'[52].

2.1 Traditional Customer Relationship Marketing

Customer Relationship Marketing is deemed to be a defensive marketing strategy that attempts to attract, maintain and enhance customer relationships[53]. It also strives to maintain log-term, relationships, characterized by the willingness to sacrifice short-term benefits for long-term advantages[54]. The practices adopted to achieve customer loyalty[55] are the following: build trust, competence over rivals, communication (internal/external), conflict handling, commitment and bonding[56].

The advantages of Relationship Marketing are many for both companies and customers. First, in can boost customer loyalty, generate word-of-mouth and referrals that are significant endorsements. The economic implications are promising for companies that retain long-term relationships with profitable customers as they tend to spend more over time[57] and provide feedback for future improvements. From the customer's viewpoint, the benefits are the feeling of trust and confidence to the brand, which reduces anxiety that is linked to the unknown quality of product or service[58], the provision of social support[59] and the reduced costs of the service to the customer[60].

---

[52] Buttle, F. (2004). Customer Relationship Management: concepts and tools, Oxford:Elsevier Butterworth-Heinemann

[53] Berry 1983
[54] Bennett 1996
[55] Loyalty has been defined by Oliver (1999) as 'a deeply held commitment to rebuy or patronize a preferred product or service consistently in the future, causing same brand or same brand-set purchasing, despite situational influences and marketing efforts.
[56] Bedhman Narteh, G.C. Agdemabiese, P. Kodua & M. Braimah 2013, Morgan & Hunt 1994; Ndubisi & Wah 2005; B.Smith, 1998)
[57] Gronroos, 1994
[58] Molina, A., Martin-Consuegra, D., & Esteban, A. (2007)
[59] Zeithaml,1996
[60] Gronroos, 1994 ,
The reduced cost to the customer mean relationship marketing practices like loyalty cards, club cards, discounts and frequent stay programs.

2.2 Literature review

Trying to identify how the CRM theory was developed, it is necessary to make a flashback to the literature. Hart (1995) insisted on the creation of a process technology that could lead to product/service customization, embrace organizational/operational flexibility and the establishment of a marketing department that could identify and analyze the customer needs[61]. Wells (1999) identified four elements for CRM implementation: business analysis of operational processes, integration and redesign of customer data, ICT empowering customer interaction and accessibility/dissemination of customer data[62]. Mok[63] noted the significance of adopting ICT and Alford argued that CRM should include a cluster of ICT tools, services and business processes, like data mining automated call center etc.[64]. Tiwana underlined the crucial role of the coordination of business processes (from both strategical and operational level), ICT, leadership, change, cultural and measurement strategies. Finally, Gartner[65] identified eight components for successful CRM (Figure 9.): Vision, Strategy, organizational collaboration, valued customer experience, CRM processes, CRM information, CRM technology and finally CRM metrics.
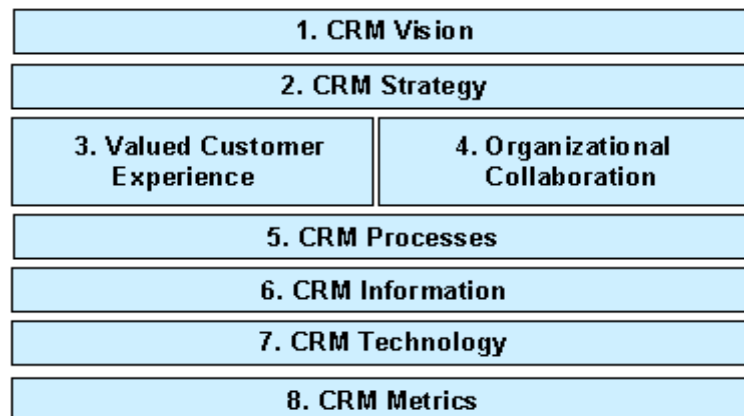
Source: Gartner Research

Figure 9. Gartne's eight components for successful implementation of CRM

---

[61] Hart, C.H.L., 1995, Mass customization: conceptual underpinnings, opportunities and limits. International journal of Service Industry Management 6 (2), 36-45

[62] Wells, J.D., William, L.F., Choobineh, J., 1999.Managing information technology for one-to-one customer interaction. Information and Management 35 (1), 53-62

[63] Mok, C., Stutts, A., Wong, L., 2000

[64]F Alford, P., 2001. ECRM in the travel industry. Travel and Tourist Analyst 1 (1), 57-76

[65] C. Marcus Article 5 February 2003 Management Update: A Case Study of CRM Excellence

2.3 Successful implementation of CRM

The successful implementation of CRM requires the coordination and alignment of the hotels strategy, internal/ external marketing, investment on software (ICT) and KM management. From the organizational strategy perspective, has many advantages as it can boost the productivity, achieve better organizational performance and support log-term profitable relationships with the customers[66]. The implementation of CRM in a lower operational level depends on the following steps[67] 1) investment on a customer database that will enable data mining anytime, 2) data analysis in order to decide which customer segment to target, 3) keep in touch with the targeted customer segment in order to maintain relationship with the company, 4) create personalized experiences for the consumers, 5) management of the organizational communication channels so as to support the dissemination of customer knowledge that will make possible the formation of highly personalized experiences in any place anytime, 6) the collection of metrics in order to estimate the success of CRM.

2.4 CRM in Hospitality

CRM in hospitality industry seems to be problematic since hotels, although they capture a big amount of customer information; this information has not resulted in the successful formulation of customer's knowledge[68]. Overall a knowledge-based CRM in hospitality sector needs:

- An organizational culture to perceive the customer-employee interaction as an opportunity process for information capturing and delight in this learning experience[69].
- The creation of a knowledge information system to store and retrieve anytime tacit and explicit knowledge that will enable personalized experiences for customers[70].
- Motivation and rewards to the personnel for capturing, using and disseminating customer knowledge in order to create personalized experiences[71].
- Reformulation of customer data coupled with customer-centric integration and ICT[72].

---

[66] F.Husain, M.B.B.S Rhaman & M.G.B Hassan,2012
[67] WIner 2001; Kalakota and , 2000; Loftness, 2001
[68] Dev and Olsen 2000
[69] Olsen and Connolly, 2000
[70] Bounchen, 2002,Abdul Basit 2017
[71] Siguaw and Enz 1999; Bouncken, 2002
[72] Sigala, 2003

- The capability to predict both, where the customer value lies in a constantly turbulent marketplace and whether hotels fail or succeed in catering those customer requirements[73].

- Collect, analyze and put into use of three types of the information captured from customers, a) information of customers[74] (which refers to personal and transactional data), b) information for the customers (including the products, service and organizational information that is perceives to be useful for customers), c) information by the customers (complaints, feedbacks, suggestions and claims).

2.5 CRM Failure

It is true that many CRM projects have failed so far and according to Gartner's three-year prognosis for CRM in 2007 showed that approximately 60% of CRM initiatives will be considered as failures from an organizational viewpoint, as it is evident the difficulty to link channels, the inability to redesign service processes and the limited provision of customer benefits. According to Sigala[75], this failure resides in the restricted implementation of measurement tools, the poor exploitation and coordination of ICT tools with processes and organization's people, strategies and management practices[76]. Moreover, CRM is often linked to extra costs in technological investments and positive results are not guaranteed. Moreover, it has been argued that there are three basic reasons for the CRM failure, 1) the ignorance of TK (tacit Knowledge), 2) the limited human involvement and 3) the focus of the organizational attention on IT than on the management of an organization.

3. Technological Innovations in Hospitality

In recent years, with the technological advancements that are abundant in our everyday lives, the technological innovations in hospitality are not just a fantasy but a prominent reality. Hotels are more and more embracing technological innovations in hospitality operations as a means of competitive advantage and point of differentiation. The technological advancements in hospitality are numerous and have brought up a new era in hospitality operations. Biometrics, the use of smartphone apps to control the room and robots are some of the most known advancements that are invading into the lodging industry. In this section, it will be analyzed the most popular innovations in hospitality.

---

[73] Dube and Renaghan, 2000
[74] Park and Kim, 2003)
[75] Sigala, M., 2005
[76] Rigby at al., 2002; Corner and Hilton, 2002; Rheault and Sheridan, 2002

3.1 Easy check-in

Easy check-in is one of the most useful process innovations, as it allows the ability to guests to bypass the traditional check-in procedure at the lobby. It can be made via a web-based devise or a mobile application. Another way to bypass the reception can be realized by incorporating kiosks in the lobby area, where guest can make self check-in. When the reservation is made, a bar code is automatically sent to the guests on their devise. At the hotel kiosk, the guest needs to scan the bar code from their device and select the number of keys that they need. The machine provides automatically the key cards and the guest is ready to go straightaway to the room[77]. Another interesting check-in process is happening at the Inn hotel at St. Botolph in Boston. The customers, upon reservation, receive a confirmation email including two key codes and the room number. On the arrival at the hotel they must enter the first code at a keypad at the front door and the second at their room. The role of the front desk is only for the provision of information to guests when is needed, without taking part in the check-in and check-out procedure. Most of Hyatt sub brands provide both traditional check-in at the front desk and kiosks for self-check-in. An alternative way of check-in is made by greeters who realize the check-in in a more relaxed setting, which includes sitting in comfortable couches, using ipads or laptops and offering to guests' coffee or refreshments.

Figure 10. Self-Check-in at LINQ hotel (source[78])

Check-in kiosks although have a lot of advantages they possess some shortcuts as well. They cannot process check-out, they do not accept cash and in case the room is not ready upon arrival the guests must constantly check the devise to be informed. Additionally, in case of room change the check-in machines cannot provide the best option according to guests' preferences, so customers need to contact the front office agent[79].

---

[77] https://www.nytimes.com/2013/03/19/business/speedy-check-in-lets-hotel-guests-bypass-front-desk.html
[78] https://www.vegasbright.com/2016/03/24/check-in-kiosks-coming-to-five-more-strip-hotels/
[79] https://www.vegasbright.com/2016/03/24/check-in-kiosks-coming-to-five-more-strip-hotels/

3.2 Robotic Technology

Aloft Hotels with Starwood Brand was the first hotel to introduce the robotic butler, called Botlr (Figure 11). Botlr was assigned to surprise guests by making room service deliveries and provide a piece of information to guests. From then, many other international hotels brands followed the paradigm of Aloft. Hilton in partnership with IBN introduced Connie (Figure 12), in Mclean and Virginia brands, serving as a concierge to guests, providing information and dining recommendations. InterContinental invested on Dash (Figure 13), a robot that makes deliveries to rooms. Similar robotic functions have Cleo and Leo (Figure 14), two robots that cater deliveries and provide information for Marriot hotels at the Hotel EMC2 in Chicago. A different robotic technology is seen at Yohet in New York that has Yobot (Figure 15), which is a robotic system whose main function is to handle luggage. Finally, Henn na Hotel in Japan, has totally replaced humans at the reception, having two robots (Figure 16) with tablets to make self check-in. Additionally, they have placed a robot in the rooms, named Churi San, that can provide multiple information, sing and control the heating and lighting[80].

Figure 11. Botlr   (source[81])   Figure 12. Connie (source[82])

---

[80] https://www.socialtables.com/blog/hospitality-technology/hotel-brands-robot/

[81] https://www.google.com/search?q=Botlr+Aloft+hotels&rlz=1C1AOHY_elGR712GR712&source=lnms&tbm=isch&sa=X&ved=0ahUKEwiwsODkgJrfAhUBLlAKHd8vAHMQ_AUIDigB&biw=1280&bih=709#imgrc=02CN0PDQd-jYiM:

[82] https://www.google.com/search?q=connie+hilton&rlz=1C1AOHY_elGR712GR712&source=lnms&tbm=isch&sa=X&ved=0ahUKEwjTxdaWgZrfAhULLFAKHXrvCmMQ_AUIDigB&biw=1280&bih=709#imgdii=8VS5vV4EDisZxM:&imgrc=_gE_8L0oRD055M:

Figure 13. Dash (source[83])

Figure 14. Cleo and Leo (source[84])

Figure 15. Yobot (source[85])

FIgure 16. Henn na hotel Japan (source[86])

3.3 Chatbots and voice activated technology

Many investigations showed that millennials are always connected on internet and thus they are inclined to prefer more texting a message to make a request than to make a phone call. Mobile applications and chatbots are two technological advancements that aid to bypass the human interaction and direct make a request via a smartphone. Edwardian Hotels, introduced Eduard, a chatbot that interacts with customers from the moment of the reservation until their departure. The

[83] https://www.google.com/search?rlz=1C1AOHY_elGR712GR712&biw=1280&bih=709&tbm=isch&sa=1&ei=pNkQXPruPl6z 0gWi5Ij4Bg&q=dash+robot+intercontinental&oq=dash+robot+intercontinental&gs_l=img.3...30055.37190..37400...1.0..0.1 21.3067.19j12......1....1..gws-wiz-img.......0j35i39j0i24j0i5i30j0i8i30j0i19j0i30.4ngSV9_CKn0#imgrc=iaYYWac4aYpeTM:

[84] https://www.google.com/search?rlz=1C1AOHY_elGR712GR712&biw=1280&bih=709&tbm=isch&sa=1&ei=ceIQXIDLG8re wQLLh67ABQ&q=cleo+and+leo+marriott&oq=cle&gs_l=img.1.0.35i39j0l9.3655.7701..9339...1.0..4.296.1427.5j4j1......2....1. .gws-wiz-img.....0..0i19j0i8i30i19.PQKCABUUfrg#imgdii=KdwJKaKNmBQbbM:&imgrc=FjRl9ocAPqLLYM:

[85] https://www.google.com/search?rlz=1C1AOHY_elGR712GR712&biw=1280&bih=709&tbm=isch&sa=1&ei=ceI QXIDLG8rewQLLh67ABQ&q=yobot+yotel&oq=Yobot&gs_l=img.1.0.35i39j0i19l2j0i10i30i19.1972.4487..6035...0 .0..0.174.771.5j2......1....1..gws-wiz-img.....0..0j0i67j0i30.0-fklaTL_-c#imgrc=Z16HeHb-drbhbM:

[86] https://www.google.com/search?rlz=1C1AOHY_elGR712GR712&biw=1280&bih=709&tbm=isch&sa=1&ei=ceI QXIDLG8rewQLLh67ABQ&q=henn+na+hotel&oq=Henn&gs_l=img.1.0.35i39j0j0i67l3j0l5.4104.9304..10615...1. 0..3.133.1146.4j7......2....1..gws-wiz-img.....0..0i19j0i30.QRGZj1UPGwM#imgrc=U7Rpoyc-0O7MxM:

[29]

'virtual host' is capable of interacting with guests in multiple ways: sends emails or SMS where you can enter your details (arrival time at the hotel), check-in online, select the room type of your preference from the hotel's floor plan and realize payments. Moreover, Eduard assist in every aspect of the guest stay, as it can provide information about the guest's stay, take orders and reach a high personalized service by gathering information about the guest profile[87]. In 2017, the same technology has been adopted by other hotels as well, trying to engage the customers and create an unforgettable experience. The Cosmopolitan Hotel of Las Vegas introduced 'Rose' and Accor Hotels Mercure brand lounged 'Mercure Bot'. IHG 's hotel Indigo utilizes Facebook messenger as a chatbot, called" Neighborhood Host" that sends an invitation to guests for participation after having completed their reservation[88]. In Japan, the first hotel to lounge a chatbot was Holiday in, in Osaka in 2017, called Bedot[89]. Marriot's International Aloft hotels, after the lounge of Botlr the robot, introduced the ChatBotlr that serves as a chatbot responding to a great number of guest questions and requests. On the other hand, Four Seasons Hotels and Resorts have invested on Four Season Chat that is a service for instant messages that does not make use of artificial intelligence. Instead, the personnel of the company are responsible for giving the information required to guests[90].

Amazo's Alexa for hospitality (Figure 17) and apple's Siri have brought a new era in the customer service in hospitality. In 2016 the first pilot tests in hotel rooms began, installing echo systems to become voice-enabled[91]. Wynn hotel in Las Vegas was the first hotel in the world to install in every room Amazone's Echoes that will enable to control their room verbally[92]. Marriot also tests both devices in order to decide on which to invest[93].

---

[87] https://www.radissonblu-edwardian.com/offers/12935083
[88] https://www.marketing-interactive.com/ihgs-hotel-indigo-personalises-travel-experience-with-chatbot/
[89] https://www.prnewswire.com/news-releases/meet-bebot-japans-first-ai-chatbot-for-hotels-now-available-at-holiday-inn-osaka-namba-300467255.html

[90] http://www.successfulmeetings.com/News/Products-and-Services/Hotel-Chatbots-Aloft-Cosmopolitan-Hotel-Indigo-Four-Seasons/
[91] https://www.phocuswire.com/Amazon-Alexa-for-Hospitality-analysis?ctxp=
[92] https://www.zdnet.com/article/wynn-las-vegas-installing-an-amazon-echo-in-every-hotel-room/
[93] https://www.bloomberg.com/news/articles/2017-03-22/amazon-s-alexa-takes-its-fight-with-siri-to-marriott-hotel-rooms

Figure 17. Alexa for hospitality powered by Amazon (Source[94])

3.4 Virtual Reality and Augmented Reality

Augmented and virtual reality are two technological innovations that have the potential to give a new dimension to customers experience in many industries, as well as in hospitality. AR can enhance the real-world environment, that converts objects that exist in the real world to ''augmented', using smartphones or headset that enables the provision of computer-generated information. On the other hand, VR replaces the real world with a completely fantastic (virtual) one that can immerse someone in a completely different reality using devises and headsets.

In recent years both technologies were introduced to hospitality industry making futuristic experiences a reality. The introduction of AR in hospitality was made by Holiday Inn in the Olympic games of 2012 in London[95]. Using a smartphone or a tablet, guests could see virtually four athletes of the Olympic and Paralympic games performing their tricks at hotels reception, corridors and rooms. Guests could also have pictures of the virtually augmented athletes as a souvenir of this experience. Another example of AR comes from Hub hotel in London giving the opportunity by putting a smartphone on the map, placed in the wall of the hotel room, to show places of touristic interest, coupled with information[96]. AR can also be deployed to make the exploration of hotels rooms or lobby more enjoyable. Another way of engaging customers is through the, so-called beacon technology that permits to firms send information to customers when they are in specific places via Bluetooth. For instance, Starwood allows their guests to open the hotel room door by a virtual key sent to their smartphones[97].

[94] https://www.news8000.com/news/money/amazons-alexa-checks-in-to-marriott-hotels/755330027
[95] https://www.stylus.com/qqsqrx
[96] https://www.revfine.com/augmented-reality-hospitality-industry/
[97] https://www.revfine.com/augmented-reality-hospitality-industry/

Figure 19. AR in Hub Hotel (source[98])

VR can also provide a lot of advantages to hospitality industry and enhance the customer experience. The main use proposed to hospitality so far is to provide to customers a trial of the product before proceeding to purchase. For example, they can visit virtually their hotel room instead of reading long descriptions. Moreover, it can be used for 'visiting' nearby attractions by the provision of virtual tours. Another way of integrating VR into hospitality is in the reservation stage, making VR bookings. This innovation is not yet fully investigating, though Amadeus has made some steps towards that[99].

Marriot International in 2015 conducted a two-week trial of VR guest experience, the so-called "V Room Service" in collaboration with Samsung Electronics of America. Upon demand guests were provided with a box of headsets and headphones for a 24hours loan in their room. The VR content had three different videos to select from: a. a woman visiting Chile, b. a woman on Rwanda and c. a man's trip on Beijing[100].

Figure 20. Box with headset and headphone Marriot

---

[98] https://thinkmobiles.com/blog/augmented-reality-tourism/
[99] https://www.revfine.com/virtual-reality-hospitality-industry/
[100] https://vrscout.com/projects/marriott-tests-virtual-reality-room-service-program/

Airbnb in 2017 announced that they are planning soon to add VR and AR to its services. Their ambition is to provide to Airbnb customers the opportunity for a virtual tour on the properties before they proceed to a reservation and ameliorate their experience after their arrival. The AR will be mostly used to resolve problems that occur during customers' stay and the provision of multiple information without the presence of the property's owner[101].

4. Methodology

This paper aims to examine the customer satisfaction rate that result from CRM, CEM and technological innovation practices and identify the implementation of these practices by Greek hotels. After examining the theory that covers both concepts and the state-of-the-art technological breakthroughs in hospitality, arguments and data were used as a framework for investigation. These arguments, of both CRM and CEM management concepts, summarize the fundamental elements that can have an impact on a customer's satisfaction and are part of the whole customer experience.

4.1 Research Rational

In this section will be presented the reason why it has been selected CEM, CRM and technological innovations in hospitality for investigation.

4.1.1 Why Customer Experience Management?

In the 21st the economic value has shifted towards experiences and emotional engagement. Consumers no longer are mere buyers, but they are co-creators of what is purchased since they actively take part in their experience, which result from the interaction between employees or other consumers in a physical setting[102]. In hospitality, hotel guests put the final element on the production chain for the final experience outcome. Also, hospitality influence greatly consumers' behavior as they are affected by multisensory, imaginary and emotive aspects[103]. Hence, it is crucial to identify what experiential elements hotels should include and if these practices will have a positive result in customer satisfaction.

4.1.2 Why Customer Relations Management?

CRM it is viewed in this paper as a managerial philosophy that can enhance the customer experience. The integration of IT into the relationship marketing can lead to a successful customer-centric organizational orientation as it provides the tools that will enable this process. Since,

---

[101] https://thespaces.com/airbnb-virtual-reality-hospitality/
[102] Prahalad and Ramaswamy, 2003
[103] Schmitt, 1999

[33]

information is the most crucial component for the value creation and can lead to market success, hospitality companies should build their strategy around this philosophy that can be exploited as their competitive advantage[104]. It must be stressed that customer information is not customer knowledge, which implies that the information gathered must be analyzed to create knowledge that will enable smart strategic actions.

Although, CRM seems to have a lot of advantages, hotels seem to struggle in practice to reap the benefits of its implementation. Dev and Olsen (2000) stressed that hotels although gather a great deal of customer information; they fail to develop proper customer knowledge. In this view, it is imperative to check whether hospitality customers believe that CRM practices could increase their satisfaction rate and identify if they have experienced its implementation in Greek hotels.

4.1.3 Why Technological Innovations?

As technology is shaping the future in many industries, likewise the same is happening in hospitality, with many innovations changing our perceptions about what to expect and what not in a hotel stay. Experience innovation is the new frontier in hospitality as the market loose from platforms like Airbnb dictates the immediate implementation of new methods for customer engagement in order to overcome. Hence, it will be examined whether people embrace hospitality innovations and figure out which of them are more popular.

4.1.4 Why customer satisfaction?

Satisfaction is a treasure trove for all organization as it leads to customer loyalty and retention. As it has been stated earlier in the present paper, loyal customers tend to spend more over time, do not switch to a competitors and will generate more profit in future by selecting the same firm and recommending to their social groups[105]. Hence, we will try to understand whether CEM, CRM and technology can lead to elevated satisfaction rates.

4.2 The Objectives and Questions of the research

The aim of this research is to verify if previous finings concerning CEM and CRM are still on demand and check their attractiveness to the Greek audience. Moreover, it will be identified if guests have experienced practices of both managerial strategies in their previous stays in Greek hotels. By these means, a holistic view will be deducted about the impact these practices have on customer satisfaction. Lastly, it is intriguing to investigate the reputation of hospitality technological

---

[104] Hogan, Lemon and Rust, 2002
[105] Sheth and Parvatiyar, 2000

innovations to Greek audience and figure out if they would have a positive impact on their satisfaction.

The dissertation title gives the topic for research and investigation. The notion of CEM, CRM and technological innovation coupled with customer satisfaction are used to formulate our objectives. Specifically, the following pairs are made to formulate the objectives:

- Customer satisfaction and CRM: Impact of CRM to customer satisfaction
- Customer satisfaction and CEM: Impact of CEM to Customer satisfaction
- Customer satisfaction and Technological innovations: technological innovations and Customer satisfaction

The objectives that resulted after the formulation of these pairs are the following:

- 1st Objective: If personalized services are provided to guests, they will be more satisfied. It will be tried to identify the degree customers are searching for personalized experiences and unveil if they consider that Greek hotels provide personalized services.
- 2nd Objective: If hotels use customer personal data to surprise them or to prevent requests, they will be satisfied. It will be tried to identify whether CRM practices would have a positive impact on customer satisfaction and identify if people have experienced CRM implementation in their stays at Greek hotels.
- 3rd Objective: If a company adopts CEM practices and designs experiential touch points in customer's journey, they will be satisfied. Identify how much customers would be satisfied with CEM practices and if they have experienced this kind of elements in their stays in Greek hotels.
- 4th Objective: If hotels invest on hospitality technological innovations, guests will perceive it positively. It will be examined the level guests would like to stay in hotels that have adopted technological advancements, which of them are most appealing to the Greek audience and in which type of trip (Business, Leisure or both) they would like to encounter these innovations.

Hence, the questions of this research that has been resulted of the objectives set are following:

- How greatly would be affected the satisfaction rate to Greek hotel guests if CRM practices were used?
- How greatly would be affected the satisfaction rate to Greek hotel guests if CEM practices were used?

- How greatly would be affected the satisfaction rate to Greek hotel guests if technological innovation were adopted?

4.3 Research approach

In this charter it will be presented the data collection, the sampling method, the research instrument, the results and the limitations of the research.

4.3.1 Data Collection

The information of the present research is based on primary and secondary data that help formulate a holist view about the topics that are examined. The secondary data derive from academic literature that includes managerial books, journals and articles, as well as thorough research on internet. After having examined both academic and internet information about CEM, CRM and hospitality technological innovations I was able to identify gaps in the literature and decide on what to investigate.

4.3.2 Research Method

The research method used in the present research was a structured questionnaire that focused on the impact CEM and CRM practices have on hotel guests' satisfaction. The questionnaire was distributed via social media, to six hundred people, from whom 123 responses was gathered totally. The type of research is cross-sectional as data are collected in one point in time since the time duration for the data collection was one month. The questionnaire was distributed, in purpose, in Greek language with the aim all respondents to clearly understand the questions as it was in their mother tongue and avoid any misunderstandings. The sample population pertains to Greek citizens; most of them are residents of the northern part of Greece. It was used the convenience type of sampling in order to gather faster the appropriate number of responses and meet time constraints. The sample was categorized according to their gender, age and educational background.
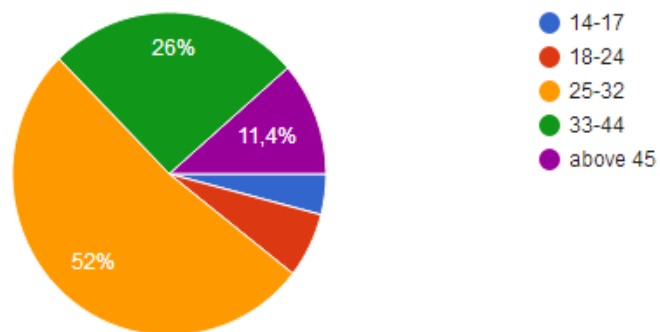
4.4 Results

In this chapter the results will be presented without any interpretation. The instrument of the research and the results will be presented using illustrated in graphical representations.

Gender
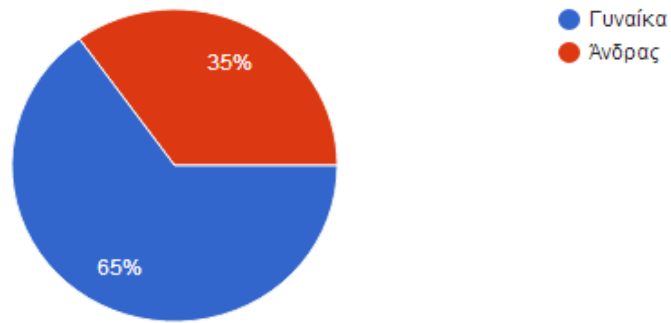
As you can see in the graph 35% of the respondents are male and 65% are female

Age

The age groups were the following: 15-17 (4,1%), 18-24 (6,5%), 25-32 (52%), 33-44 (26%) and above 45 (11,4%)

Educational Background

As it is depicted 48,8% of the respondents have a bachelor's degree, then followed those who possess MSc and PhD with 32,5% and finally the lowest rate came from secondary school with 17,9%and primary school 0,8%.

When you travel for leisure, in which lodging type you prefer to stay?
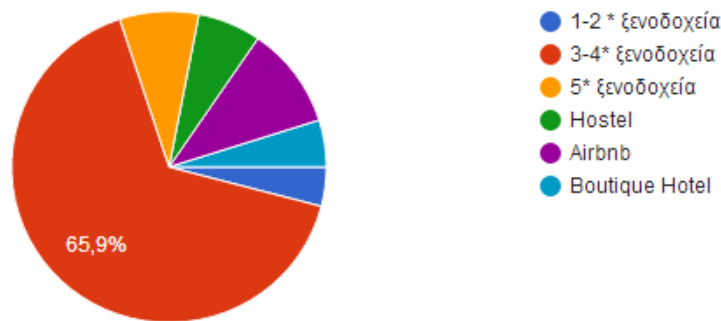
The majority with 65,9% answered 3*-4* hotel category and the second highest response was Airbnb with 10,6%. Then followed 5* hotels with 8,1%, hostels with 6,5%, Boutique hotels with 4,9% and finally 1*-2* hotel with 4,1 %

When you stay in a Luxury Hotel how important you consider to be the provision of personalized services?
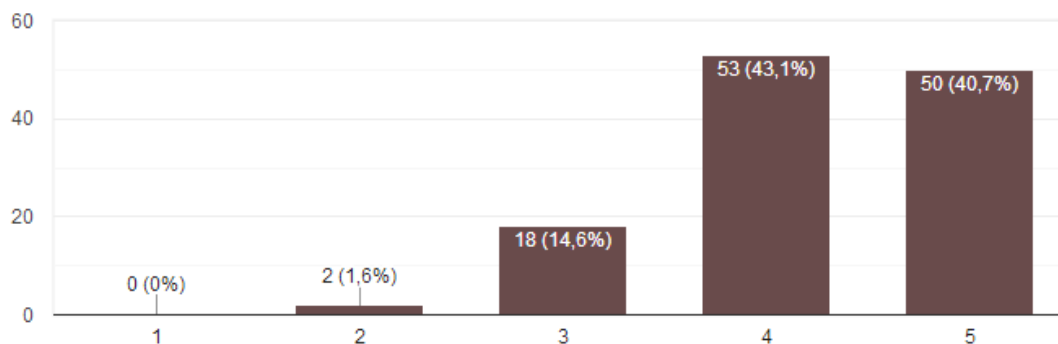
As it is depicted 40,7% believes that is extremely important, 43,1% believe that is important, 14,6 is in the middle which is a neutral response, and only 1,6% thinks that is not so important.

Do you believe that hotels in Greece have adopted personalized services or they provide standardized services?
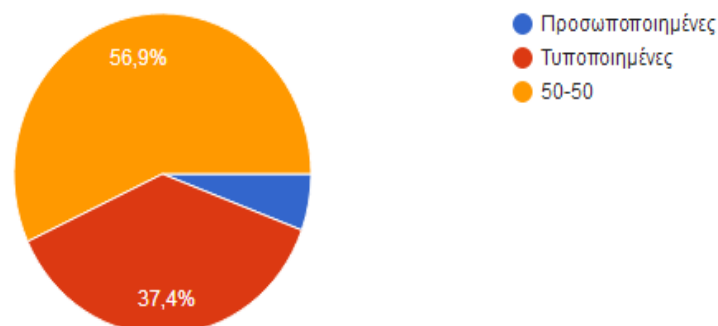
As we can observe 56,9% answered 50/50, 37,4% standardized and 5,7% personalized

Have you ever experienced, in a luxury hotel that you had visited in the past, having prevented a request that you had made in a previous stay?
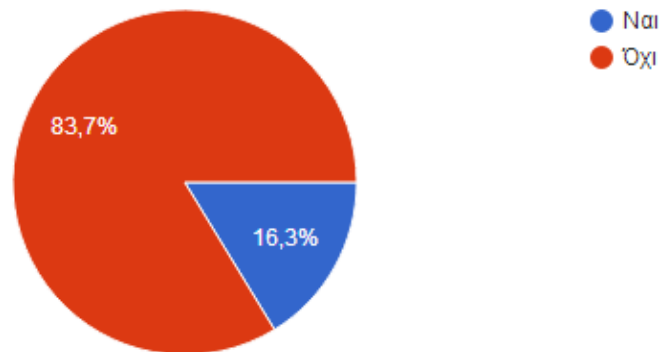

As we can see the majority (83,7%) answered that they have never experienced something like that and only 16,3% stated that they did.

*How much it would satisfy you if hotels made use of your personal data to enhance your experience?*
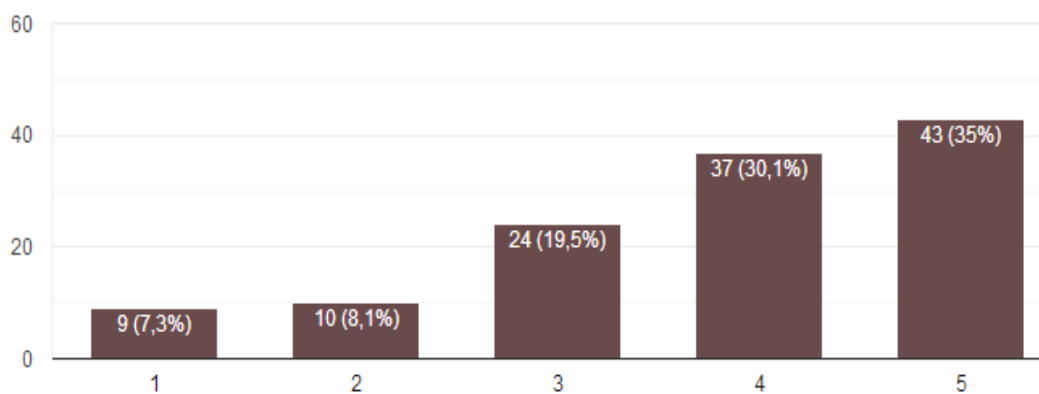
As we see 35% stated that they would be very satisfied and a 30,1% that they would be satisfied. On contrast, a 19,5% seems to be neutral or indifferent, 8,1% would not be satisfied and 7,3 by no means they would consent to use their personal data.

Have you ever experienced to make you a surprise using your personal data (on your birthday or anniversary)?
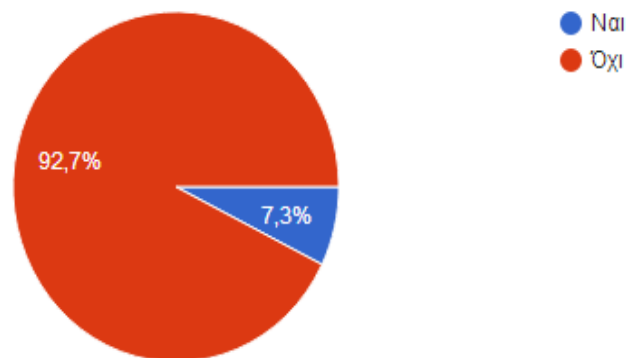
As it is seen in the graphical representation, 92,7% of the sample answered that they have not experienced the element of surprise in their stays, and only a 7,3% responded positively.

How often you are asked orally or by a feedback card about your stay in a hotel?
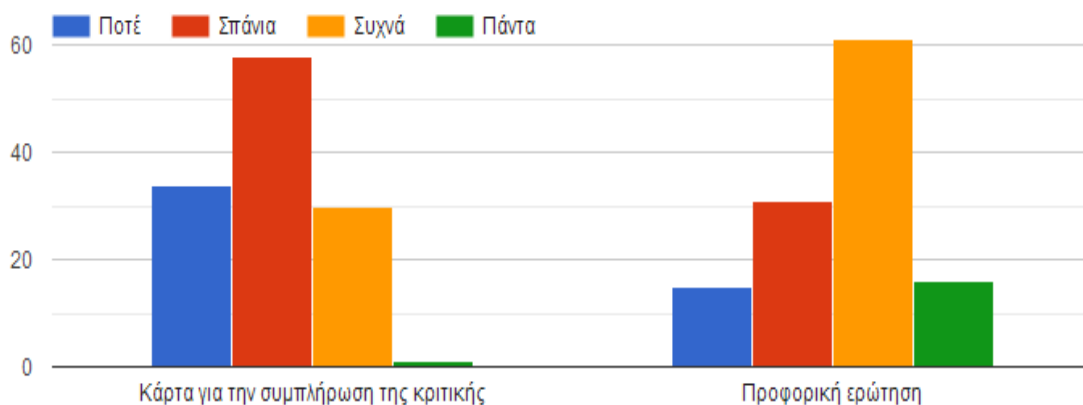

Never Rarely Usually Always

As we see the answers regarding the usage of feedback card is low since most of the responses are gathered in the rarely or never columns. On the other hand, the orally questions regarding a guest stay seems to be more often since most of the responses are dispersed between the often and always options.

How much would your satisfaction rate been affected by the provision of a gift or memorial upon check-out?
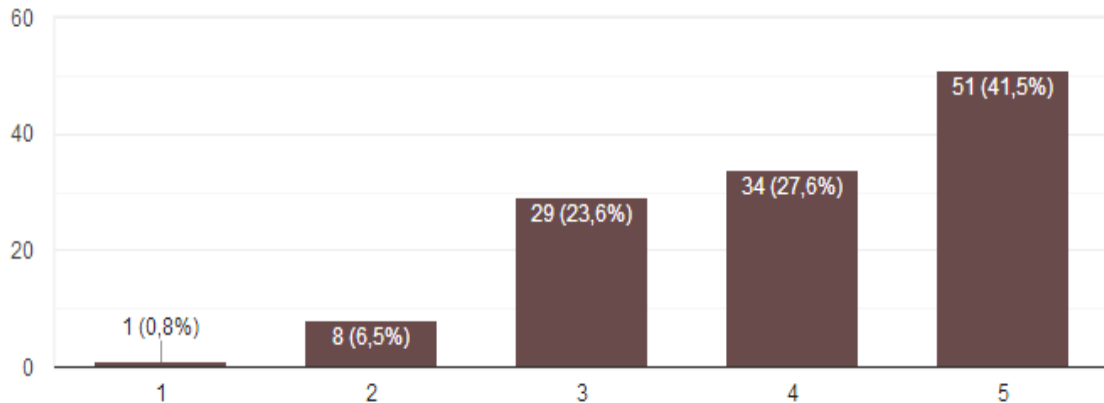

From the above histogram, we observe that 41,5% of the responses indicate that they would be extremely satisfied, and in the same way a 27,6% would be satisfied. 23,6% of the sample seems neutral to this practice. On the other hand, a low percentage have the options for not satisfied and not satisfied at all with 6,5% and 0,8% accordingly.

How would you feel if a hotel that you had stayed sent you a greeting card, flowers or email message in a special occasion like your birthday or anniversary?
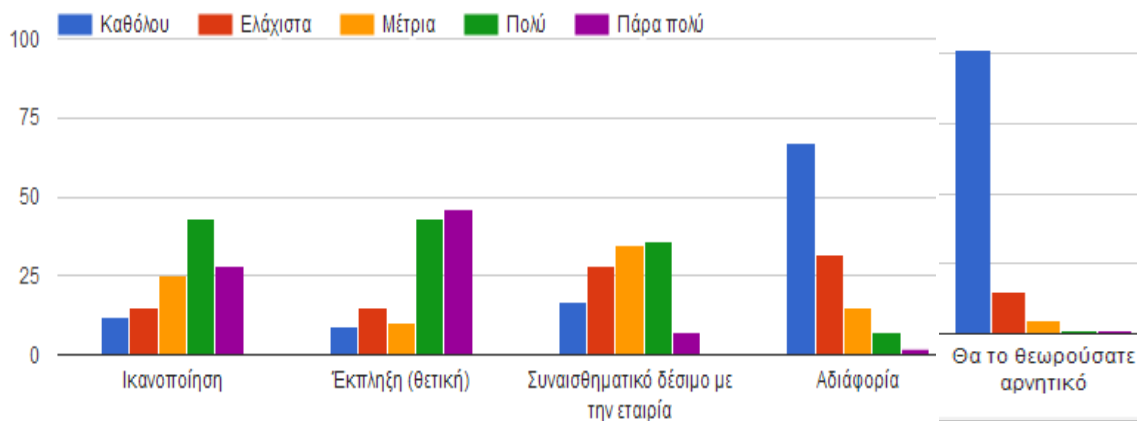

As we see the people answered positively regarding the sentiments of satisfaction and surprise in case of a contact after their departure in a special occasion. The question concerning whether they would feel an emotional bonding with the brand seems more neutral. Contrastingly, as we can see under no circumstances, they would perceive it negatively or they would be indifferent.

Which of the following categories affect more your satisfaction when you stay in a luxury hotel?
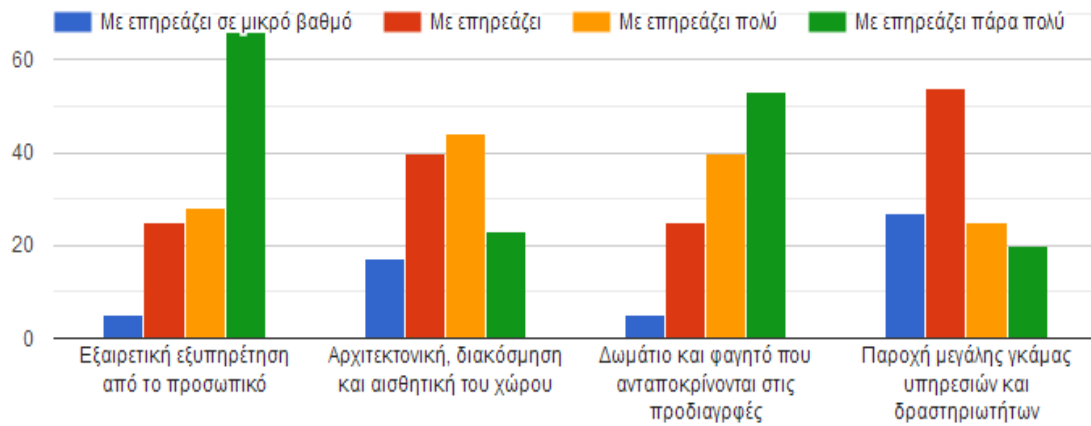

In this question four categories were formed a. excellent service from hotel staff, b. architectural layout, decoration and physical environment, c. room type and food that meet the expectations, d. the provision of a wide list of activities. As it is seen from the bar charts, the categories that most affect the satisfaction in a luxury hotel is the impeccable service and the quality of the product purchased to be equivalent to the expectations set. Third in peoples' preference seems to be the architectural layout and fourth the provision of a great variety of activities.

Do you believe that your experience would be enhanced in a hotel with technological innovations?
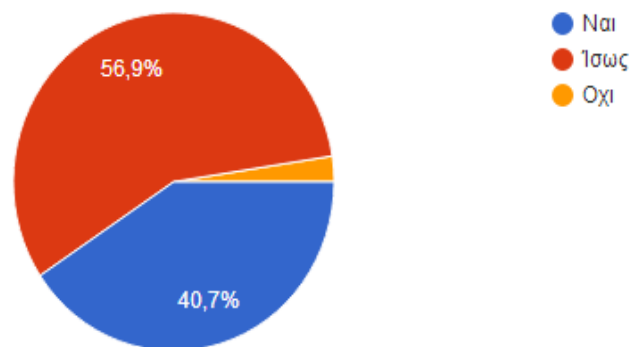
As we see in pie above, 40,7% of our sample answered that they believe that their experience would be enhanced, 56,9% answered maybe and only a 2,4% see to believe that technological innovations will not have a positive effect on their stays.

How important do you believe are the following technological innovations in hospitality for the customer experience?
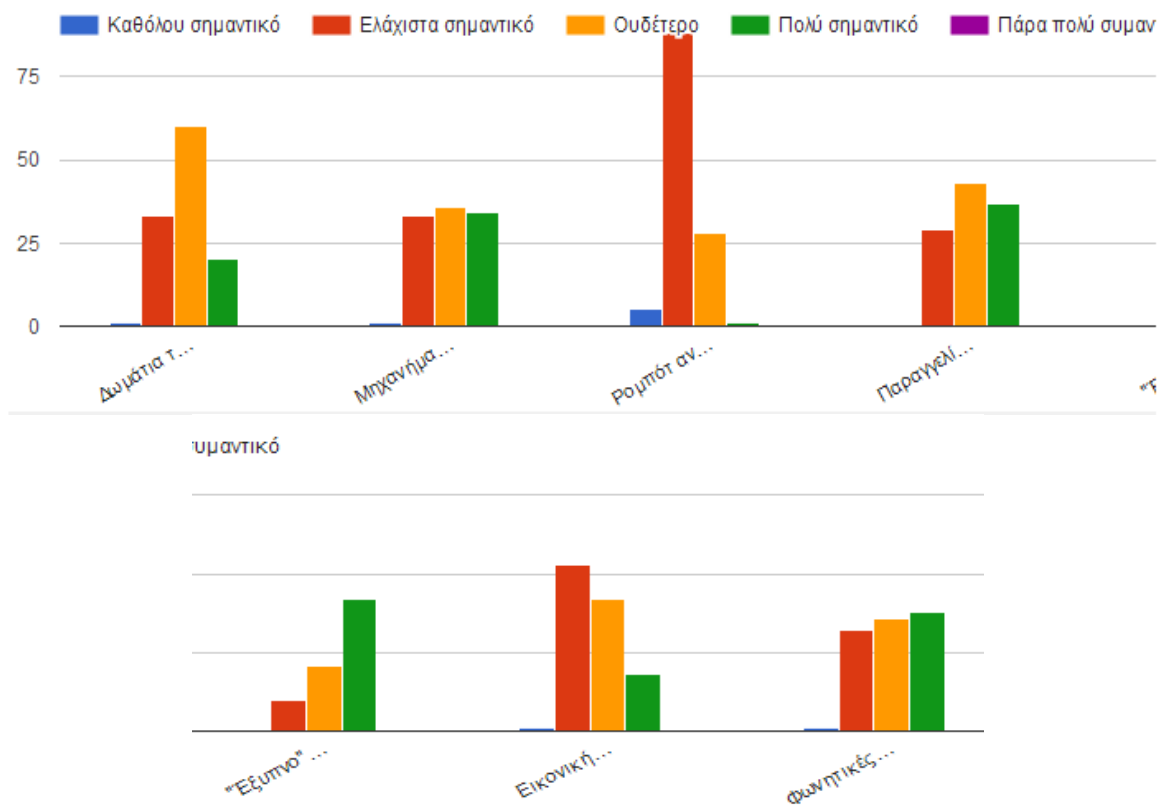
1. *Artificial Intelligent Rooms*: As we can see most of the responses are spread between the neutral option and the not so important option.

2. *Scanner or a devices for quick and easy check-in instead of employees*: As can observe most answers range from not so significant until very significant options.

3. *Robots instead of humans processing check-in/check-out options*: As we see most answers are gathered to the not important option.

4. *Make room service orders via applications or chatbots*: This innovation seems more favorable as most answers gathered in the neutral and very significant option. There is through a small percentage that believes that is not so important for the customer experience.

5. *'Smart' remote control in the room to manage in-room functions (temperature, lighting, humidity etc.)*: As we can observe the option range form not significant to very significant. Although, it is evident that outliers are absent and the answers are spread in the middle, most of the answers are given in the very significant and neutral option.

6. *Virtual reality*: Again, in this category is evident that outliers are almost absent, and the answers are spread in the middle, but this time most the answers are given in the not significant option and neutral

7. *Voice-empowered room service orders*: For another time, most answers are spread through the three middle options, not significant, neutral and very significant, with the most responses fallen in the very significant option but with not big difference from the rest.

In which cases you would prefer to visit a hotel with technological innovations?
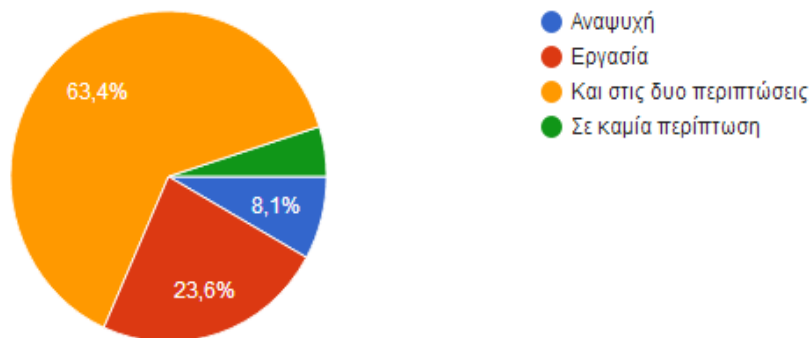

As we can see 63,4% answered that in both cases (for leisure and business travel) they would choose to stay in a hotel that has adopted technological innovations. In the second option came the option for a business trip with 23,6% and then followed for leisure trip with 8,1%. The last option in peoples' preference came the fourth option that is under no circumstances, which got 4,9%.

How interesting would it be for you to stay in thematic rooms or thematic hotels?
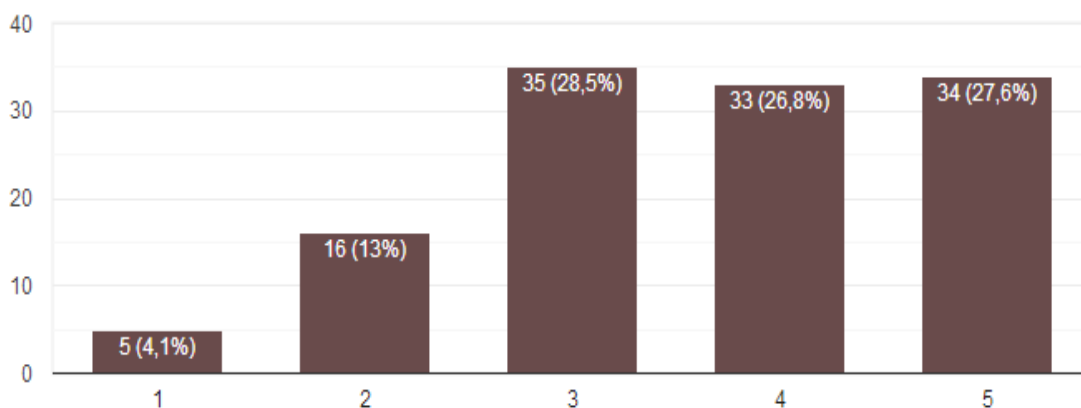
People seem to be intrigued by thematic rooms or hotels, as 27,6% and 26,8% rated the four and five options, which are the highest scores. A 28,5% seems to be neutral. The negative answers are not represented with high scores as only 13% would thing that this type of offerings is not very interesting and a mere 4.1% would believe that is not interesting at all.

Which of the following you believe is worse to lack a luxury hotel staff?
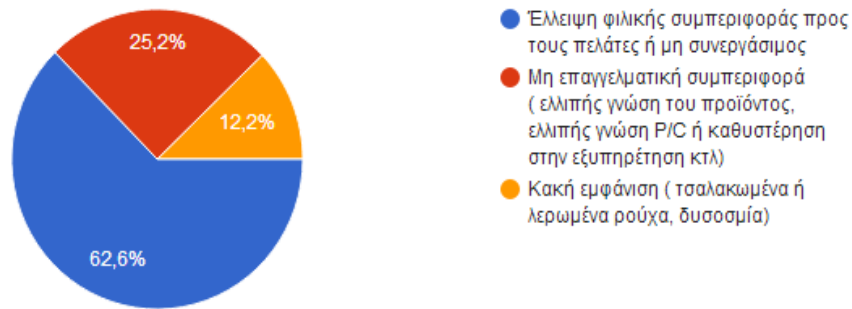
In the quest for what should not lack a luxury hotel's personnel, people responded, with 62,2 %, that they would not tolerate an unfriendly and unkind employee. In second place came the lack of professionalism, with 25,2% and in third place came the lack of appropriate appearance (bad odor, not clean and net uniform).

4.5 Limitations of the present research

The present research tried to give a holistic insight into the management practices that can enhance the customer experience and satisfaction. To achieve that it included CEM and CRM theory that have been thoroughly investigated one at a time by the management literature. Hence, the present thesis did not include all the theories and investigations that have been conducted on each one and included only what was imperative for the present work. Moreover, the results represent a sample that consist of Greek citizens most of them ranging between 25 until 44, citizens of the north part of Greece. Taking that into consideration, the results of the present research should not be generalized as further research on the population of the whole country, with a more expanding sample, could be more accurate.

5. Discussion

In this section, the results of the data will be analysed and interpreted in order to give answers to the questions of the present research. In order to achieve that the results of this research will be analyzed combined with literature and other data gathered that shed light on the issues that have been discussed.

According to both CEM and CRM theory, both concepts have as a mission the personalization of guest experiences as a path that leads to satisfaction. In CRM theory, all the tactics in the operations of hotels and the organizational culture revolves around the personalization of experiences. The

personalization is feasible when the hotel management team transmits a knowledge- oriented culture, which requires the successful participation of hotel staff in order to have positive results. The successful implementation suggests a platform that will allow cross functional communication and involvement[106]. Moreover, as information is the key source, it is imperative that both managers and employees exploit explicit and tacit knowledge[107].
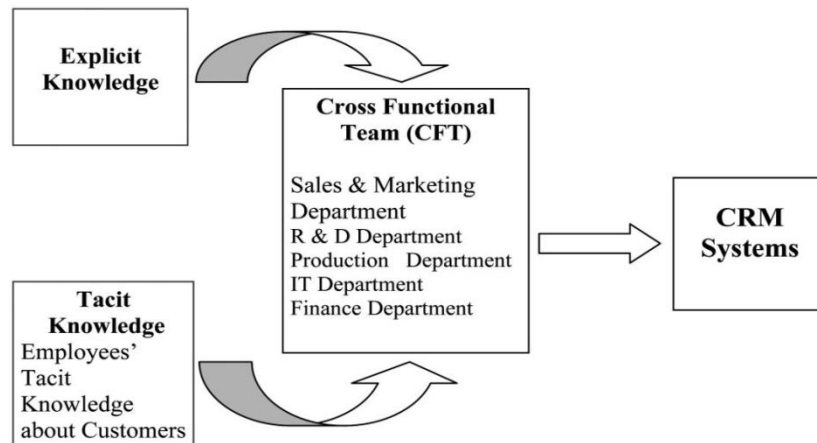

Figure 21. TK augmented CRM systems (TKACRM Systems) (source: Abdul Basit 2017)

The results from the present research verifies the importance of personalization in hospitality as 40,7% and 43,1% of the answers where gathered the highest scores 4 and 5, in a 5-point scale, which connotes that 83,8% of our sample believe that the personalization is extremely significant in a luxury hotel. On the other hand, concerning the implementation of personalized services by Greek luxury hotels, 56,9% answered that the provision of personalized services in Greek luxury hotels is 50-50, 37,4% standardized and only 5,7% personalized. To some extent this is explained by the literature review, as in big luxury brands the frequent authoritarian attitude of hotels managers may sometimes impede the knowledge dissemination. In small brands thought, the 'informal gossiping' between hotel staff supports greater dissemination of information that results in more personalized and less formal relationships between the company and the customer[108]. In the CEM literature the provision of personalized services is described as the proactive service from employees, when includes employee attentiveness, anticipation of guests needs, recognition of guests' name or even the provision of an unexpected service[109].

The utilization of customer data can provide the opportunity to surprise guests on special occasions (like birthday or anniversaries) or prevent a request made on a previous stay. The results from the present research asking whether they would be satisfied if a hotel used their personal data, showed

---

[106] Lambert, 2010
[107] Nonaka and Takeuchi, 1995
[108] Sigala, 2005
[109] A. Walls, F. Okumus, Y. R. Wang and W. kwun, 2011

that 35% of people would be extremely satisfied, 30,1% would be satisfied and a 19,5% would be neutral. Only 8,1% answered that they would not like to use their personal data to enhance their experience and 7,3% would be completely opposed to that practice. Concerning the question if a Greek hotel brand used the element of surprise to satisfy them in a special occasion, 92,7% answered no and only 7,3% answered yes. Accordingly, in the question if a Greek hotel brand prevented a request that they had made in a previous stay, 83,7% answered no and 16,3% answered yes. From these results we understand that though people would perceive personalization as a factor for enhanced hotel experience, the majority of Greek hotel brands do not correspond to that preference.

One of the key experience-design principals according to Pine and Gilmore is the so-called themed experiences, which are characterized by a specific theme that is used to create a unique experience to guests (thematic escape rooms, Harry Potter Hotel, Rainforest Café in Planet Hollywood). In the present research it was asked how interested people would be to stay in a thematic hotel or thematic room. In a 5-point scale they answered that 27,6% would be extremely interested and 26,8% interested, a 28,5% where in middle, so neither they are in favor nor in contrast. Conversely, only 13% seems to be not interested and 4,1% not interested at all. Taking into consideration these results, we conclude that people tend to be more in favor of thematic rooms/hotel, though there is a small proportion that stays indifferent.

 In CEM literature the customer journey is the breakdown of the guest experiences into a series of touchpoints that includes not only the experiences from the guest arrival until departure, but also gives insight into the pre-purchase and post-purchase aspects. The importance of the start and the ending of an experience, also referred as the dramatic structure of events, can have great impact on guest satisfaction as it can impress or disappoint them. Pine and Gilmore (1998) argued that memorabilia can act as a physical reminder of an experience and that people spend a great deal of money to have a reminder that attaches them to a certain experience. In this view, they firmly believed that if there is no demand for memorabilia is due to the lack of engaging experience. In the present research combining the above concepts (memorabilia and creating experiences at all customer experience stages), it was asked how much satisfying it would be if hotels provided gift or memorabilia upon check out. The results showed that 41,5% would perceive it as extremely satisfying, 27,6% very satisfying, and 23,6% would be neutral. On the other hand, 6,5% would perceive it as not satisfying and 0,8% as not satisfying at all. Lastly, according to Hansen and Danaher (1999) the end of an experience has a greater effect on a customer's perception than the beginning, so hotel brands should hide attention to strong ending of the experiences as well.

As far as the post experience is concerned, it was asked how people would feel if a hotel that they had stayed send them on a special occasion (like their birthday) flowers, a greeting card on an e-mail. They were given the following options: satisfaction, surprise, emotional bonding with the brand, indifference and perceive it negatively and were asked to evaluate them in a 5-scale measurement (from not significant at all until extremely significant). The results showed that surprise and satisfaction options had the highest scores. Contrastingly, the emotional bonding had neutral results and the indifferent and perceive it as negative options had the lowest results. Hence, we can surmise that this tactic would create positive emotions and would be a positive cue that can contribute to customer satisfaction. The post-purchase savoring, as part of the overall organizational performance, was also suggested by Zomerdijk and Voss (2010) as a contributor to satisfaction.

In both CEM and CRM concept the crucial role of hotel employees has been underlined many times. Authentic understanding[110] and rapport[111], which are attitudes that the front-line employees should possess, are linked to a company's performance and have a great impact on customer satisfaction. The present research verifies that since the results showed that the first thing guests would not tolerate is the lack of friendly and kind attitude with 62,6%, second came the lack of professionalism with 25,2% (not being efficient or lack basic PC knowledge) and third came the bad appearance with 12,2%. Moreover, based on another investigation expressive service is deemed to be more significant in comparison to technical service when we progress from satisfaction to the creation of memorable service[112]. Lastly, it has been stated by many researchers that a company should provide motivations and build a reward and development system[113] in order to persuade staff towards a culture that fosters a customer-centric direction, empowered by knowledge accumulation. Olsen and Connolly (2002) suggested that employees would need to acquire better social skills that will enable them to identify guests' personalities, understand the role conflict and to match guests to certain experiences.

The literature that referrers to the service quality in luxury brands proposed that it is underpinned into three basic components: the physical product, the service experience and the quality of Food & Beverage[114]. Based on that theory, the present researched asked to evaluate the following categories: a. excellent hotel staff service, b. architectural layout, decor and physical setting, c. quality of the room and the food that meets expectations and d. the provision of a wide activity list,

---

[110] Price, Arnould and Tierney, 1995.

[111] Gremler and Gwinner 2000. Rapport involves feelings of care, friendliness and genuine interest for the other.

[112] Sipe Lori J. And Testa, Mark R., 2018

113 Siguaw and Enz, 1999; Bounchen, 2002

[114] Wilkins, Merrilees and Herigton, 2007

in a four-scale measurement (from low affected to extremely affected). The results showed that the first most influential component for customer satisfaction is the excellent service, second came the quality of food and room that meets expectations, in the fourth place came the architectural layout and the décor and in last position of priority found the provision of a wide list of activities. This result shows the crucial role the hotel personnel have on the customer satisfaction in luxury hotel brands.

The experience innovation is what hospitality industry call for today and technological innovations have already entered to the industry causing a lot of changes. In this view, it was asked if people believe that their experiences would be better after the adoption of technological innovations by hotels. The results showed that 40,7% answered yes, 56,9% answered maybe and only 2,4 answered no. Taking that into consideration, we understand that most people keep a positive view about the integration of innovations into hospitality though a 56,9% seems unsure about it. This can be explained maybe by the lack of very advanced technological innovations in Greek hotels, as the integration of them started in the past two years mostly in U.S.A, in Japan and in some hotels in E.U, and most of Greeks are unfamiliar with it. Then it was asked in which type of trip they would mostly like to stay in a hotel with technological innovations. 63,4% answered that they would stay for both leisure and business travel, 23,6% for business, 8,1% for leisure and a 4,6% would not like to stay in a hotel with technological innovations in none of the cases.

As far the technological innovations in hospitality are concerned, it was asked to evaluate the following innovations: AI rooms, easy and quick check-in using scanners or a devise instead of employees, robots instead of employees to facilitate check-in and check-out, service orders via mobile applications or a Chatbot, control multiple room functions via a remote control, virtual reality in hotel rooms and voice-enabled room orders. Overall, all the answers gather to the neutral/middle option so they can be characterized as ambivalent. The most positive rated technological innovation is to control the room functions via a remote control, in the second place came to make room orders via Chabot or apps, and in the third place were the voice-enabled room-orders. In the fourth place ranked the scanners for self-check-in, in fifth Ai rooms and the last two was virtual reality and robots instead of humans to make the check-ins and check-outs.

Finally, it was intended to check the frequency that hotels make efforts to learn about guests' experiences during their stay and how. The following two categories were made in order to identify if they use a system to track down information or not: a. use of feedback card and b. ask guests orally about their stay. It was asked then, to rate the frequency each one was used in lodging industry to identify which method was followed more frequently. The results showed that feedback card was rarely used and more often hotels asked orally guests about their stay. It can be inferred

that most of Greek hotels are medium-sized and family owned which allows them to personally ask guests about their stay without keeping record of suggestion and complains that are written on feedback cards.

6. Conclusions and Recommendations

After analyzing the data, comparing the present research results with the literature, we can summarize the findings and provide some recommendations.

The present research verifies the importance of personalization that can lead to customer satisfaction and create an enhanced customer experience. Contrastingly, hotels in Greece seem to make moves towards personalization but the level of adaptation of this practice leaves a big room for further improvements. CRM practices that include the utilization of customer information to provide extraordinary experiences seem to be missing as most people have almost never experienced the usage of their data during their stays in Greek hotels. Additionally, they rated t the provision of excellent service as the most important factor of a stay in a luxury hotel, leaving in the second place the room and food quality and the architectural layout at the third. The characteristic that they would not tolerate is the bad staff attitude that lacks friendliness and the willingness to help the guest.

As far as CEM practices are concerned, most people would delight to receive a small gift upon checkout or receive a card or flower on a special occasion (like birthday) as these are elements that can surprise them and make them satisfied. Themed hotel rooms would also be intriguing for people as they seem positive to experience unique and differentiated hotel styles. Towards this differentiated direction are the state-of-the art hospitality innovations that people seem willing to try for both leisure and business trips and believe that their experience would certainly be enhanced. On the other hand, elevated technology seems not appealing yet as robots, AI rooms and virtual reality got the lowest scores. The most wanted hospitality innovations were the remote control to leverage a lot of room functions, chatbots to make quick orders and the voice-empowered technology to make order or to ask information. Lastly, was identified that most Greek hotels do not frequently use of feedback cards; instead they ask orally about guests stay.

After having summarized the findings of the research we can proceed with some suggestions for hotel:

- Invest on CRM and integrate it in all operational levels in order to enable the creation of personalized experiences by preventing requests and surprising guests on special occasions.

- Use the drama metaphor and the customer journey map in order to provide unique and unforgettable experiences throughout their overall stay. In this research it was verified that the provision of a gift upon checkout or the provision of a gift, card or flowers on a special occasion leads to customer satisfaction.

- Pay attention to employees' attitude apart from professionalism as it the number one factor that could ruin a guest's experience.

- Provide excellent service as it is the most important component for customer satisfaction according to the findings of this research. It must be underpinned by a well-organized HRM department that will provide the necessary training, motivation and development systems in order to achieve excellence in service.

- Hotels should not only ask orally about guests stay but they further need to collect feedback cards in order to keep always open ways of communication with guests, enabling them to express themselves and maybe provide interesting ideas for further improvements.

- Hotels should integrate new technological hospitality innovations as they may attract and delight millennials who tend to travel more and prefer more new ways of communication with lodging providers. The technologies that this research found to be more attractive to guests are the usage of the remote control to leverage a lot of room functions, chatbots and voice-enabled order.

"If you don't have an AI strategy, you're going to die in the world that is coming"

Devin Wenig Ebay CEO

Bibliography

Abdul Basit, Asma Tahir, Mumtaz Muhammad Khan, Muhammad Ijaz Latif 2017. Tacit Knowledge Augmented Customer Relationship Management Systems: An Empirical Investigation. Pakistan Journal of Commerce and Social Sciences Vol. 11 (3), 1005-1026

Alford, P., 2001. eCRM in the travel industry. Travel and Tourism Analyst 1 (1), 57–76.

Andrew Walls, Fevzi Okumus , Youcheng (Raymond) Wang & David Joon-Wuk Kwun (2011) Understanding the Consumer Experience: An Exploratory Study of Luxury Hotels, Journal of Hospitality Marketing & Management, 20:2, 166-197, DOI: 10.1080/19368623.2011.536074

Ahmad Beltagui, William Darler and Marina Candi 2015, Measuring the Deliverable and Impressible Dimensions of Service Experience, Creativity and Innovation Management, John Wiley & Sons Ltd, volume 24

Alford, P., 2001. ECRM in the travel industry. Travel and Tourist Analyst 1 (1), 57-76

Arash Shahin (2010), Service Blueprinting: An Effective Approach for Targeting Critical Service Processes – With a Case Study in a Four-Star International Hotel, Journal of Management Research, Vol. 2, No. 2: E9

Bagozzi, R., Gopinath, M. and Nyer, P. (1999). The role of emotions in marketing. Academy of Marketing Science, 27(2), 184-206.

Bedman Narteh , George Cudjoe Agbemabiese , Prince Kodua & MahamaBraimah (2013) Relationship Marketing and Customer Loyalty: Evidence From the GhanaianLuxury Hotel Industry, Journal of Hospitality Marketing & Management, 22:4, 407-436, DOI: 10.1080/19368623.2012.660564

Bennett, R. (1996). Relationship formation and governance in consumer markets: Transactional analysis versus the behaviourist approach. Journal of Marketing Management, 12, 417–436.

Bedman Narteh , George Cudjoe Agbemabiese , Prince Kodua & Mahama Braimah (2013) Relationship Marketing and Customer Loyalty: Evidence From the Ghanaian Luxury Hotel Industry, Journal of Hospitality Marketing & Management, 22:4, 407-436, DOI: 10.1080/19368623.2012.660564

Berry, L. L. (1983). Relationship marketing. In L. L. Berry, G. L. Shostack, & G. D. Upah (Eds.), Emerging Perspective on Services Marketing (pp. 25–38). Chicago, IL: American Marketing Association.

Bouncken, R, 2002. Knowledge management for quality improvements in hotels. In: Bouncken, R., Pyo, S. (Eds), Knowledge Management in Hospitality and Tourism. The Haworth

Buttle, F. (2004). Customer Relationship Management: concepts and tools, Oxford: Elsevier Butterworth-Heinemann

Christopher, M. Payne, A, Ballantyne, D., 1991. Relantionship Marketing: Bringing quality, customer service and marketing together. Butterworth-Heinemenn, Oxford

C. K Prahalad and Venkat Ramaswamy 2014. Co-Creation Experiences: The next practice in value creation, Journal f Interactive Marketing, volume 18/number 3/Summer 2004 Published online in Wiley InterScience (www.interscience.wiley.com). DOI: 10.1002/dir.20015

Cohen, E. (1979). A phenomenology of tourist experiences. Sociology, 13, 179–201.

Corner, I., Hilton, M. 2002. Customer Relationship Management Systems: implementation riska and relationship dynamics. Qualitative Market Research: An International Journal 5 (4), 239-251

Couldwell, C., 1998. A data day battle. Computing 21, 64-66

Crompton, J. L. (1979). Motivations for pleasure vacations. Annals of Tourism Research, 6, 408 – 424.

Day, R. (1984). Modelling choices among alternative responses to dissatisfaction. In NA - Advances in Consumer Research, 11, eds. Thomas C. Kinnear, Provo, UT: Association for Consumer Research, pp. 496-499.

Dev, C., Olsen, M.D., 2000. Marketing Challenges for the next decade. Cornell Hotel and Restaurant Administration Quarterly February 41-47

Dodds, B., 2001. CRM at no charge.

Dube, L. Renaghan, L.M., 2000. Creating visible customer value. Cornell hotel and Restaurant Administration Quarterly February, 62-72

Faizan Ali, Kashif Hussain, Rosmini Omar 2016, Diagnosing customers experience, emotions and satisfaction in Malaysian resort hotels, European Journal of Tourism research

Farber, M. E., & Hall, T. E. (2007). Emotion and environment: Visitors' extraordinary experiences along the Dalton Highway in Alaska. Journal of Leisure Research, 39, 248–270.

Fawad Hussain, Mihraj Begum Binti Saibu Rahman, Mohamad Ghozali Bin Hassan (2012). Exploring Usefulness of CRM and IT in Malaysian Hospitality Industry: A Qualitative Approach. International Journal of Business & Management Science, 5 (1): 65-76

Gremler, Dwayne and Kevin P. Gwinner (2000), "Customer-Employee Rapport in Service Relationships," Journal of Service Research, 3 (1), 82-104.

Gentile, C., Spiller, N. and Noci, G. (2007). How to sustain the customer experience: An overview of experience components that co-create value with the customer. European Management Journal, 25(5), 395-410.

Gronroos, C., & Ravald, A. (1996). The value concept and relationship marketing. European Journal of Marketing, 30(2), 19–30.

Gronroos, C. (2000). Service management and marketing: A customer relationship management approach. Chichester, UK: John Wiley & Sons, Inc.

Gurel Cetin & Andrew Walls (2016) Understanding the Customer Experiences from the Perspective of Guests and Hotel Managers: Empirical Findings from Luxury Hotels in Istanbul, Turkey, Journal of Hospitality Marketing & Management, 25:4, 395-424, DOI: 10.1080/19368623.2015.1034395

Gurel Cetin & Fusun Istanbullu Dincer (2014) Influence of customer experience on loyalty and word-of-mouth in hospitality operations, Anatolia, 25:2, 181-194, DOI:

10.1080/13032917.2013.841094

Hansen, David E. and Peter J. Danaher (1999), "Inconsistent Performance During the Service Encounter. What's a Good Start Worth?," Journal of Service Research, 1 (3), 227-235.

Hansen, A. H., & Mossberg, L. (2013). Consumer immersion: A key to extraordinary experiences. In J. Sundbo, & F. Sørensen (Eds.), Handbook on the experience economy. Cheltenham, UK: EdwardElgar Publishing.

Holbrook, M. B., & Hirschman, E. C. (1982). The experiential aspects of consumption: Consumer fantasies, feelings and fun. Journal of Consumer Research, 9, 132–140.

Hart, C.H.L., 1995, Mass customization: conceptual underpinnings, opportunities and limits. International journal of Service Industry Management 6 (2), 36-45

Hou, M., Wu, X. and Hu, Z. (2013). Personnel service, consumption emotion, and patronage intention in department stores. International Business Research, 6(3), 6–21.

Jang, S. and Namkung, Y., (2009). Perceived quality, emotions, and behavioral intentions: Application of an extended Mehrabian–Russell model to restaurants. Journal of Business Research, 62(4), 451-460.

J. E. Hogan, K. N. Lemon and Roland T. Rust, 2002. Customer Equity Management, Charting New Directions for the Future of Marketin. Journal of Service Research, Volume: 5 issue: 1, page(s): 4-12 Issue published: August 1, 2002

Kalakota, R Robinson, M., 2000. E-business: The Roadmap to success. Addison- Wesley Publising Company, Reading, MA

Karadag, E., & Dumanoglu, S. (2009). The productivity and competentcy of information technology in upscale hotels: The perception of hotel managers in Turkey. International Journal ofContemporary Hospitality Management, 21(4), 479–490.

Keller, K. L. (2009). Managing the growth tradeoff: Opportunities and Challenges in Luxury Branding. Journal of Brand Management, 16(5/6) 290-301.

Kim, W. G., & Cha, Y. (2002). Antecedents and consequences of relationship quality in hotel industry. Hospitality Management, 21, 321–338.

Lambert, D.M. (2010). Customer relationship management as a business process. Journal of Business and Industrial Marketing, 25(1), 4-17.

Lewis P. Carbone and Stephan H. Haeckel (1994), Engineering Customer Experiences, marketin g Management a quarterly Business Management Publication of the American Association, Vol 3. No.3

Lin, J. and Liang, H. (2011). The influence of service environments on customer emotion and service outcomes. Managing Service Quality, 21(4), 350-372.

Lori J. Sipe & Mark R. Testa (2018) From Satisfied to Memorable: An Empirical Study of Service and Experience Dimensions on Guest Outcomes in the Hospitality Industry, Journal of Hospitality Marketing & Management, 27:2, 178-195, DOI: 10.1080/19368623.2017.1306820

C. Marcus Article 5 February 2003 Management Update: A Case Study of CRM Excellence

Mohita Maggon, Harish Chaunhry (2015). Revisiting Relationship Makreting and Customer Relationship Management in Leading Tourism and Hospitality Journals: Research Trends from 2001 to 2013. Jounral of Relationship Marketing, 14:53-77. Taylor &Francis Group, LLC, ISSN:1533-2667 print/ 1533-2675 online DOI: 10.1080/15332667.215.1022110

MacCannell, D. (1989). The tourist: A new theory of leisure class. New York: Scho cken.

Mehrabian, Albert and James A. Russell (1974), An Approach to Environmental Psychology. Cambridge, MA: The MIT Press.

Mehrabian, Albert and James A. Russell (1974), An Approach to Environmental Psychology. Cambridge, MA: The MIT Press.

Morgan, M. R., & Hunt, D. S. (1994). The commitment-trust theory of relationship marketing. Journal of Marketing, 58(3), 20–38.

Mok, C., Stutts, A., Wong, L., 2000, Mass customization in hospitality industry: Conepts and applications. In: Proceedings of the Fourth International Conference, Tourism in Southeast Asia and Indo-China: Development Marketing and sustainability, 24-26 June 2000, Singapore, pp 123-139

Molina, A., Martin-Consuegra, D., & Esteban, A. (2007). Relational benefits and customer satisfaction in retail banking. International Journal of Bank Marketing, 5, 253–271.

Ndubisi, N. O., & Wah, C. K. (2005). Factorial and discriminant analyses of the underpinnings of relationship marketing and customer satisfaction. International Journal of Bank Marketing, 23, 542–557.

Nykamp Consulting Group. (1999). CRM Not an evolution but a transformation. In Customer Relationship Management in the Travel Industry 1999, Conference proceedings, Miami, October 13–15, 1999 [On-line]. Available from: http://www.eyefortravel.com/ pastevents/crm/program.html [Accessed on April 2002].

Oliver, R.L. (1997). Satisfaction: A Behavioral Perspective on the Consumer. McGraw-Hill, New York, NY.

Olsen, M.D., Connolly, D.J., 2000. Experience based travel. How technology is changing the hospitality industry. Cornell Hotel and Restaurant Administration Quarterly February, 30-40

Park, C., Kim Y., 2003. A framework of dynamic CRM: linking marketing with information strategy. Business Process Management Journal 9 (5), 652-671

Pfeifer, P. (2005). The optimal ratio of acquisition and retention costs. Journal of Targeting, Measurement and Analysis for Marketing, 13(2), 179–188.

Plutchik, R. (2003). Emotions and Life: Perspectives from Psychology, Biology, and Evolution. United Book Press, Baltimore, MD.

Prahalad, C.K., Ramaswamy Venkat, 2004. Co-creation experiences: The next practice in value creation. Journal of Interactive Marketing. Volume 18, Issue 3, Pages 5-14

Prahalad, C. K., & Ramaswamy, V. (2003). The new frontier of experience innovation. MIT Sloan Management Review, 44, 12–18.

Price, Linda L., Eric J. Arnould, and Patrick Tierney (1995), "Going to Extremes: Managing Service Encounters and Assessing Provider Performance," Journal of Marketing, 59 (2), 83-97.

Rheult, D., Sheridan, S., 2002. Reconstruct your business round your customer. The Journal of Business Strategy 23 (2), 101-109

Rigby, D., E., Schefter, P., 2002. Avoiding the four perils of CRM. Harvard Business Review 80 (2), 101-109

Ryu, K., Lee, H. and Kim, W. (2012). The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. International Journal of Contemporary Hospitality Management, 24(2), 200-223.

Sheth, J. N., & Parvatiyar, A. E. (2000). The evolution of relationship marketing. In J. N. Sheth & A. E. Parvatiyar (Eds.), Handbook of relationship marketing (pp. 609–620). London, England: Sage.

Sigala, M., 2003. Developing and benchmarking internet marketing strategies in the hotel sectorin Greece. Journal of Hospitality and Tourism Research 27 (4), 375-401

Sigala, M., 2005. Integrating customer reationship management in hotel operations: managerial and operational implications. International Journal of Hospitality Management. 24 (2005) 391-413

Siguaw, J.A., Enz, C.A., 1999. Best practices in marketing. Cornell Hotel and Restaurant Administration Quarterly October, 31–59.

Sipe, Lori J.1 Testa, Mark R.1 (Feb-Mar2018) From Satisfied to Memorable: An Empirical Study of Service and Experience Dimensions on Guest Outcomes in the Hospitality Industry, Journal Vol. 27 Issue 2, p178-195. 18p of Hospitality Marketing & Management

Shiv, Baba and Hilke Plassmann (2008), "Revisiting the "Branding" and the "Pricing" Routes to the Customer Value Proposition," working paper, Stanford Graduate School of Business Stanford, CA.

Smith, A., & Bolton, R. (1998). An experimental investigation of customer reactions to service failure and recovery encounters: Paradox or peril. Journal of Services Research, 1(1), 65–81.

Stephen J. Grove, Raymond P. Fisk (1992), THE SERVICE EXPERIENCE AS THEATER, Advances in Consumer Research Volume 19, Pages 455-461

Solomon, Michael R. (1985), "Packaging the Service Provider," Services Industries Journal, 5 (July)

Sundbo, J. (2009). Innovation in the experience economy: A taxonomy of innovation organisations. The Service Industries Journal, 29, 431–455.

Ting-Yueh Chang & Shun-Ching Horng (2010) Conceptualizing and measuring experience quality: the customer's perspective, The Service Industries Journal, 30:14, 2401-2419

Tiwana, A., 2001. The Essential Guide to Knowledge Management: e-business and CRM Applications. Trentice-Hall, Englewood Cliffs, NJ

Toffler, A. (1970). Future shock. New York, NY: Random House.

Tung, V., & Ritchie, J. R. (2011). Exploring the essence of memorable tourism experiences. Annals of Tourism Research, 38, 1367–1386. doi: 10.1016/j.annals.2011.03.009

Walls, A., Okumus, F., Wang, Y. and Kwun, D. J. W. (2011). Understanding the consumer experience: An exploratory study of luxury hotels. Journal of Hospitality Marketing & Management, 20(2), 166-197.

Wells, J.D., William, L.F., Choobineh, J., 1999.Managing information technology for one-to-one customer interaction. Information and Management 35 (1), 53-62

Wilkins, H., Merrilees, B., & Herington, C. (2007). Towards an understanding of total service quality in hotels. International Journal of Hospitality Management, 26, 840–853.

Winer, R., 2001, A framework for customer relationship manage ment. California Management Review 43 (4) 89-106.

Zeithaml, V. A., Parasuraman, A., & Berry, L. L., (1990). Delivering quality service: Balancing customer perceptions and expectations. New York, NY: Free Press.

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioural consequences of service quality. *Journal of Marketing*, *60*(2), 31–46.

Zimmerman, C. A., & Kelley, C. M. (2010). I'll remember this! Effects of emotionality on memory predictions versus memory performance. Journal of Memory and Language, 62, 240–253. doi: 10.1016/j.jml.2009.11.004

Zomerdijk L.G and Voss C.A. (2010) Service design for experience-centric services, Journal of Service Research

Webpages

1. Ms. Yasha V erm Sr. Account Manager, CNBC TV 18, India Dr. Varsha Jain Assistant Professor, MICA, India, How Experiential Marketing is used in Indian Luxury Hotels? Source : http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=46c42141-b4b3-4650-9e74-7a88dba6a639%40sdc-v-sessmgr02

2. Stephen J. Grove and Raymond P. Fisk (1992) ,"The Service Experience As Theater", in NA - Advances in Consumer Research Volume 19, eds. John F. Sherry, Jr. and Brian Sternthal, Provo, UT : Association for Consumer Research, Pages: 455-461.

    Available at http://www.acrwebsite.org/volumes/7341/volumes/v19/NA-19

3. Arash Shanin (2010). Service Blueprinting: An Effective Approach for Targeting Critical Service Processes - With a Case Study in a Four-Star International Hotel, Journal of Management and Research, Vol.2 No.2: E9 DOI: 10.5296/jmr.v2i2.352

    Available at:
    https://www.researchgate.net/publication/252066510_Service_Blueprinting_An_Eff
    ective_Approach_for_Targeting_Critical_Service_Processes_-
    _With_a_Case_Study_in_a_Four-Star_International_Hotel [accessed Nov 07 2018].

4. Julie Weed (2013). Speedy Check-In lets hotels guests bypass front desk. The New York Times, 18 March. Available at:
    https://www.nytimes.com/2013/03/19/business/speedy-check-in-lets-hotel-guests-bypass-front-desk.html

5. Social Tables. Available at:https://www.socialtables.com/blog/hospitality-technology/hotel-brands-robot/

6. Official webpage of Radisson Blu Edwardian, London (2018). Available at:
    https://www.radissonblu-edwardian.com/offers/12935083

7. Matt Alderton (2018). % hotel chatbots that will your stay more satisfying. Northstar Trvael : Successful Meetings, February
    15.http://www.successfulmeetings.com/News/Products-and-Services/Hotel-Chatbots-Aloft-Cosmopolitan-Hotel-Indigo-Four-Seasons/

8. Bespoke Inc. Jun, 01 (2017). Meet Bebot Japan's first AI chatbot for hotels, now available at Osaka Nambe. Available at: https://www.prnewswire.com/news-releases/meet-bebot-japans-first-ai-chatbot-for-hotels-now-available-at-holiday-inn-osaka-namba-300467255.html

9. Janice Tan (2017). IHG's hotel Indigo personalizes travel experience with chatbot. MARKETING, 11 December. Available at: https://www.marketing-interactive.com/ihgs-hotel-indigo-personalises-travel-experience-with-chatbot/

10. David Berger - Volara (2018). Alexan for Hospitality is a seminal moment in the industry (despite challenges). Phocus Wire, July 4.

    Available at:https://www.phocuswire.com/Amazon-Alexa-for-Hospitality-analysis?ctxp=

11. Matthew Miller (2016). Wynn Las Vegas installing an Amazaon Echo in every hotel room. ZD Net, The Mobile Gadgeteer, December 15. Available at:
    https://www.zdnet.com/article/wynn-las-vegas-installing-an-amazon-echo-in-every-hotel-room/

12. Hui-Yong Yu and Spencer Soper (2017). Siri and Alexa are fighting to be your hotel butler, 22 March. Available at: https://www.bloomberg.com/news/articles/2017-03-22/amazon-s-alexa-takes-its-fight-with-siri-to-marriott-hotel-rooms

13. REVFINE: Optimising Revenue. Available at:https://www.revfine.com/virtual-reality-hospitality-industry/

14. REVFINE: Optimising Revenue. Available at: https://www.revfine.com/augmented-reality-hospitality-industry/

15. Alan Guacaran. Revenate, June 2017. Available at: https://www.revinate.com/blog/2016/06/la-industria-de-la-hospitalidad-necesita-reforzar-la-calidez-humana/hilton-image-robot/

16. Laura Baker (2015). Crowne Plaza Hotels and Resorts tests delivery Robot at its hotel in the heart of Silicon Valley. Travel OR News Hub, 7 August. Available at: https://travelprnewshub.com/2015/08/07/crowne-plaza-hotels-resorts-tests-delivery-robot-at-its-hotel-in-the-heart-of-silicon-valley/

17. Danny King (2018). Hotel robots do double duty as butlers and featured attractions. Travel Weekly, 18 January. Available at: https://www.travelweekly.com/Travel-News/Hotel-News/Hotel-robots-do-double-duty-as-butlers-and-featured-attractions

18. Hight3ch. Available at:http://hight3ch.com/yobot-luggage-chute/

19. Ou Ninuma (2016). Robots help keep guests happy and profits up at Japan's Henn na Hotel. Nikkei Asian Review, 10 November. Available at: https://asia.nikkei.com/Business/Robots-help-keep-guests-happy-and-profits-up-at-Japan-s-Henn-na-Hotel

20. Elina Mammi (2017). The surprise ranking of Greece in the most powerful touristic countries of the world. THE TOC: Times Of Change, 08 April. Available at: http://www.thetoc.gr/taksidia/article/h-thesi-ekpliksi-tis-elladas-stis-pio-isxures-touristika-xwres-ston-kosmo

21. Lampros Karagewrgiou (2017). Our country is now ranked 14th in the ranking of the World Tourism Organization. Naftemporiki.gr, 21 August. Available at: https://www.naftemporiki.gr/finance/story/1268515/stin-proti-dekada-tis-pagkosmias-katataksis-stoxeuei-i-ellada

22. Holiday Inn launces 'Augmented Reality Hotel'. STYLUS, 28 March 2012. Available at: https://www.stylus.com/qqsqrx

23. Jonathan Nafarrete (2015). Marriot tests Virtual Reality Room Service Program. VRSCOUT, 10 September. Available at: https://vrscout.com/projects/marriott-tests-virtual-reality-room-service-program/

24. Betty Wood (2017). Airbnb bringing Virtual Reality to hospitality. The Spaces, 12 December. Available at: https://thespaces.com/airbnb-virtual-reality-hospitality/

25. https://en.oxforddictionaries.com/definition/experience

Questionnaire

1. Age

      a. 14-17   b. 18-24   c. 25-32   d. 32-44   e. above 45

2. Gender

   a. female

   b. Male

3. Educational Background
a.   Primary Education
b.   b. Secondary education
c.   c. bachelor's degree
d.   d. Master or PhD

4. Have you ever stayed in a 4* or 5* hotel of Halkidiki?

                  a. Yes   b. No

5. When you travel, to which type of lodging you prefer to stay?

a.   1* & 2* hotels

b.   3*& 4* hotels

c.   5*hotels

d.   Hostel

e.   Airbnb

f.   Boutique

6. When you stay in a Luxury Hotel how important you consider to be the provision of personalized services?

	1	2	3	4	5	
Καθόλου	○	○	○	○	○	Πάρα πολύ

7. Do you believe that hotels in Greece have adopted personalized services or they provide standardized services?

                  a. Yes   b. No   c. 50/50

8. Have you ever experienced, in a luxury hotel that you had visited in the past, having prevented a request that you had made in a previous stay?

a. Yes   b. No

9. How much it would satisfy you if hotels made use of your personal data to enhance your experience?

	1	2	3	4	5	
Καθόλου	○	○	○	○	○	Πάρα πολύ

10. Have you experienced anytime to make you a surprise using your personal data (on your birthday or anniversary)?

a. Yes   b. No

11. How much it would satisfy you if hotels made use of your personal data to enhance your experience?

	1	2	3	4	5	
Καθόλου	○	○	○	○	○	Πάρα πολύ

12. How often you are asked orally or by a feedback card about your stay in hotel?

Κάρτα για την συμπλή...

Προφορική ερώτηση

13. How much would your satisfaction rate been affected by the provision of a gift or memorial upon chech-out?

	1	2	3	4	5	
Καθόλου	○	○	○	○	○	Πάρα πολύ

14. How would you feel if a hotel that you had stayed sent you a greeting card, flowers or email message in a special occasion like your birthday or anniversary?

	Καθόλου	Ελάχιστα	Μέτρια	Πολύ	Πάρα πολύ
Ικανοποίηση	○	○	○	○	○
Εκπληξη (θετική)	○	○	○	○	○
Συναισθηματικό δ...	○	○	○	○	○
Αδιάφορία	○	○	○	○	○
Θα το θεωρούσατ...	○	○	○	○	○

15. Which of the following categories affect more when you stay in a luxury hotel?

	Καθόλου	Ελάχιστα	Μέτρια	Πολύ	Πάρα πολύ
Ικανοποίηση	○	○	○	○	○
Εκπληξη (θετική)	○	○	○	○	○
Συναισθηματικό δ...	○	○	○	○	○
Αδιάφορία	○	○	○	○	○
Θα το θεωρούσατ...	○	○	○	○	○

16. Do you believe that your experience would be enhanced in a hotel with technological innovations?

a. Yes   b. No   3. Maybe

17. How important do you believe are the following technological innovations in hospitality for the customer experience?

	Καθόλου σημαντικ...	Ελάχιστα σημαντι...	Ουδέτερο	Πολύ σημαντικό	Πάρα πολύ συμαν...
Δωμάτια τεχνητή...	○	○	○	○	○
Μηχανήματα για γ...	○	○	○	○	○
Ρομπότ αντί για α...	○	○	○	○	○
Παραγγελίες room...	○	○	○	○	○
"Έξυπνο" Τηλεχειρ...	○	○	○	○	○
Εικονική πραγματι...	○	○	○	○	○
Φωνητικές εντολ...	○	○	○	○	○

18. In which cases you would prefer to visit a hotel with technological innovations?
a. Leisure
b. Work
c. Both (leisure and work)
d. In none of that circumstances

19. How interesting would it be for you to stay in thematic rooms or thematic hotels?

	1	2	3	4	5	
Καθόλου	○	○	○	○	○	Πάρα πολύ

20. Which of the following you believe is worse to lack a luxury hotel staff?
a. Lack of friendly attitude or unwilling to be sympathetic with guests
b. Lack of professional attitude (Lack of information about the product or services, procrastinate due to lack of knowledge about software usage)
c. No appropriate appearance (bad odor or not net and clean uniforms)