Exploring Guests Relations, Brand Loyalty, and Repeat Visits in Luxury Hotels of China: a case of Tianjin.

Abstract

Customer/Guest relationship management (CRM) as part of humanism is one of the most important factors in the marketing process. It also plays a crucial role in the hospitality industry, which can assist hotels in improving customer satisfaction and loyalty and further increase the hotels' performance. However, research in customer relations and brand loyalty in the Chinese hospitality industry is scarce. Therefore, this study intends to explore the current situation of CRM in Tianjin, China. The research uses the survey questionnaires administration in four and five-star hotels' customers and interviews with experienced hoteliers. The questionnaire refers to the degree of the customers' loyalty to the hotels' relationship practices, the important factors for choosing a hotel, and the critical factors that affect return to the same hotel again. In addition, structured interviews are conducted to gain opinions of experienced hoteliers and suggestions related to CRM practices in luxury hotels in Tianjin, China. The findings suggest theoretical and practical implications.

Keywords: guest, customer relationship management, customer satisfaction, brand loyalty, Chinese hospitality industry, Tianjin.

1 Introduction

The development of the global economy and service industry, specifically tourism and hospitality, has generated several opportunities both for the industry and consumers. In 2019, the total contribution of travel and tourism to Gross Domestic Product (GDP) in China was 1,581 billion U.S. dollars giving it a second place after USA (Appendix A). This demand has led the Chinese tourism authority to review the star rating system of Chinese hotels to standardize it. The main customers for luxury hotels are domestic and international business travellers and international tourists. Therefore, engaging with different groups of customers has gradually become one of the challenges for luxury hotels. The commercial accommodation industry now comprises several segments, such as bedside hotels, service apartments, boutique resorts, motels, budget accommodations, and Airbnb and its Chinese equivalents. As technology grows, so do online reservations and online payments. Also, each hotel brand can rely on the development of technology to make hotel space a social and event platform. Customers can communicate with each other at any time, which brings a customer's personalized community experience and the hotels accumulate social resources about their clientele.

This chapter uses humanism in the form of guest and customer relations. The perspective of humanism has been adopted in this study to reflect the meaning that ethics and the essentials of society can be grasped in autonomy and moral equality (Ozen, 2013).

Customer Relationship Management (CRM) can assist hotels in increasing to increase their existing customer satisfaction and loyalty to attract their customers and achieve long-run profitability with effective management strategies (Kasim & Minai 2009). The current trends reflect that CRM is gaining popularity in China as a model of management and sales. However, there are no official statistics about the status of CRM applications in the Chinese hospitality industry. Furthermore, Some hotels do not possess systematic guest relationship management, they either lack humanism or lack resources and capabilities to implement CRM, such as the support of top management, financial support, appropriate training, organizational capabilities, and technical capabilities. In addition, some hotels lack information system support. Therefore, tracking and caring for customers as a -- approach becomes difficult (Nguyen et al. 2007). Furthermore, in traditional hotel marketing activities, some hotels only engage new customers and neglect to maintain existing customers. Such actions lead hotel management to concentrate on pre-arrival activities generally.

Tianjin is one of the municipalities of China close to Beijing. During the Coronavirus outbreak, tourism in China and around the world has been hit hard. In

terms of Tianjin, most of the hotels closed, except for a few hotels which served their long-staying guests. Long-stay guests usually bring long-term profits to hotels reflecting the significance of the relationship between customers and hotels. So, what impact does CRM have on relationship operations?

The study explores the use of CRM in Tianjin's luxury hotels, the effectiveness of CRM in building brand loyalty and keeping customers satisfied, the influence of customer relations, and WOM (word of mouth) supported by Abdullatif & Salleh (2013), Wahab et al. (2011), and service delivery system on loyalty. Scarce research in the area became the impetus to explore the CRM practices in Tianjin's hospitality industry.

The main objectives of the research in this chapter are to investigate within the context of luxury hotels in Tianjin:
- Impact of guests relations in building brand loyalty.
- Role of WOM and recommendations to build brand loyalty
- Impact of service delivery system on brand loyalty
- Relationship between brand loyalty and repeat visits.

The methodology uses quantitative data accumulation and analysis. It involves the survey administration of a structured questionnaire. The result generates outcomes that have implications for Tianjin's hospitality industry and reflects significant implications for the local industry.

2. Literature review and Hypotheses Development

2.1 Managing Customer/Guest Relations and Loyalty

Existing studies have indicated that customer loyalty will be positively affected by higher customer satisfaction, which leads to better company performance and brand loyalty (Buttle 2004; Homburg et al. 2005; Singh 2006). Satisfied customers will not only repurchase but also share their good experiences with others. Previous research has suggested that effective CRM practices are associated with improving levels of customer satisfaction (Feinberg & Kadam, 2002). In addition, customer satisfaction also has an important influence on interim goals, like customer loyalty and customer retention (Abdullateef & Salleh 2013). Wahab et al. (2011) affirmed that maximizing customer satisfaction and minimizing complaints are key results of successful CRM performance. Mithas et al. (2005) researched the effectiveness of CRM initiatives, which suggested that companies can deepen the understanding of customers through CRM initiatives, thereby increasing customer satisfaction.

Santouridis and Veraki (2017) illustrated that the development and implementation of CRM practices could increase customer satisfaction. For example, personalized services, protecting individual data, providing convenient and flexible payment methods, convenient and efficient customer service, responding to customer needs in time, and affiliate programs can increase customer satisfaction with relationships, enhancing their satisfaction with provided services.

2.2 Hypotheses Development

Concerning CRM, studies have illustrated that CRM has been successfully adopted by the tourism and hotel industry (Gillbert 1996; Plamer et al. 2000; Padilla-Meléndez & Garrido-Moreno 2013; Chetioui et al. 2017). However, the definition of customer relationship management (CRM) has not been universally accepted. According to Swift (2001), CRM can be defined as an "enterprise approach to understanding and influencing customer behaviour through meaningful communications to improve customer acquisition, customer retention, customer loyalty, and customer profitability" (p.12). Kotler et al. (2017) defined CRM as "the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction (p.38). The definition of CRM is "the strategic use of information, process, technology, and people to manage the customer's relationship with your company (Marketing, Sales, Services, and Support) across the whole customer life cycle" (Kincaid 2003, p.41). CRM assists corporations in increasing their customer satisfaction, loyalty, and retention and build and manage the long-term relationships with their customers (Bowen & Chen 2001; Lo et al. 2010). Majid, Zahra, and Azade (2016) have conducted research that demonstrated significant and positive impact responsiveness to brand equity. Path coefficient value of their hypothesis indicates that if the response rate to customers increases by 1%, brand equity will increase by 13%. Futhermore, Coker, Iyamabo, and Otubanjo (2013) have revealed that service response plays an intermediary role between the corporate logo and the customer's perception of the brand itself. Consequently, the researchers stated that building relationships with the customer should be a strategic priority for most service companies. Hence authors post the following hypothesis:

H1: Hotels' guests' relationship approach positively influences brand loyalty.

Maintaining a customer is less expensive than creating a new customer, and the engagement of new customers through positive word of mouth leads to loyal customers. Perlik (2003) found that when people have been asked what factor leads them to new restaurants as part of the hospitality industry, 48% of the people answered that friends or relatives took them or recommended them to new restaurants,

which occupies the largest proportion (as cited in Kotler et al. 2017). According to Fornell and Wernerfelt (1987), more positive word of mouth and higher customer loyalty gets better resolving the complaints of dissatisfied customers. Addressing customer complaints improve customer loyalty and retention while enhancing customer belongingness toward service providers (Bhat & Darzi 2016). The research has shown that Word-of-Mouth has significantly influenced the relationship between brand awareness and brand equity (Ansary & Hashim 2018). Also, Ameri (2015) has affirmed that brand identification requires consumers to distinguish between brands they have seen or heard before. Therefore, brand awareness is important when making purchase decisions and brand loyalty. This helps to raise the following hypothesis. "*H2: Word-of-mouth (WOM) recommendations positively influence brand loyalty.*

According to Kaushal (2015), there are five dimensions in customer relationship management. The first dimension is technology and automation, which covers managing customer service activities and supplying applications of self-service to allow various types of customers to operate by a single service platform, to seek useful information by filtering data during customer interactions. The second dimension is purchasing behaviour, which is the process of customers determining whether or not to buy merchandise or services. The third dimension is loyalty and retention, including some practices and promotions to engage new customers and maintain the relationship with the existing customers. The fourth dimension is customization, which involves providing products and services consistent with guests' wishes. The last dimension is awareness, spreading the message of the relationship marketing program to every stakeholder, getting feedback, and updating from time to time. In their research, Cox, Chicksand, and Yang (2007) have mentioned the Lakeland premium brand beef case; the firm has enabled a service delivery system to play a central role in developing and selling brands in the regional foodservice market by improving service levels, product quality, and brand awareness. So, what is the role of the service delivery system as a construct in this study in influencing brand loyalty? It is tested with the help of the following hypothesis:
H3: Service delivery systems positively influence brand loyalty.

Previous research provides dual explanations of customer loyalty (Jacoby & Kyner 1973). The first is to treat loyalty as an attitude. Various feelings lead customers to become attached to a particular service, product, or hotel (Fornier, 1996). These feelings can be referred to as personal or customer loyalty. The second explanation considers loyalty as a behaviour. Yi (1990) illustrated that behavioural attributes motivate individuals or customers to buy products or services from the same provider. Delighted customers will keep their loyalty and praise the company and its services or

products to others. Loyal shoppers are largely the result of the service provider's passion for serving customers. Edelman (2010) states that if customer loyalty is created, customers will "buy," "enjoy," "advocate," and "bond." Therefore, customer loyalty is always pursued in the business world (Han & Hyun, 2012). Six indicators measure the degree of customer loyalty: sharing information, positive speaking, recommending friends, repurchasing, purchasing extra service, and trying new services (Roberts et al., 2003). Putri and Rinova (2020) found in their study that brand loyalty positively affects repeat visits by using multiple linear regression.

Additionally, Wu (2011) has claimed that a positive hospital brand image initially improves the quality of service that patients perceive. Thus, brand image affects satisfaction through quality of service, and quality of service affects loyalty through satisfaction. Hence the following hypothesis is tested: *H4: Brand loyalty positively influences repeat visits.*

Consumers consider the price, novelty, accessibility, and other services offered before choosing a given brand. As alternatives grow, consumer loyalty to products and services declines. Hence, the company needs to strive to provide products and services that can fully meet customer expectations and expectations at a lower cost than competitors, thus making customers more loyal (Koçoğlu & Kirmaci 2012).

3.0 Research Methodology

3.1 Sample and data collection procedure

The physical location for this research was in Tianjin, China. The survey participants were 400 luxury hotel guests who filled the survey anonymously with the help of the hotel management. Data was collected using the Tencent platform (A popular platform in China for questionnaire administration and data collection). Overall, 400 questionnaires were received, of which 368 questionnaires were valid, and 32 questionnaires were invalid (Appendix B). The response rate of the questionnaire was 92%.

Some informal interviews were held with four directors and six managers from different departments (i.e., Rooms, Sales Marketing, Food, and Beverage) representing six different luxury hotels. Their responses to CRM, service quality and hotel performance were used in the questionnaire development. To keep the anonymity of the person and the hotel, codes "P" representing the person and code "H" representing the hotel are used with a number, e.g., H1P1; H2P2: H3P3, etc. The

luxury hotels in the context of the study represent three-star four-star and five-star hotels.

3.2 Development of the questionnaire

The first section was about the CRM features, divided into four parts: customer acquisition, customer response, customer information system, and customer value evaluation. Each part had several CRM practices; the participants were asked to circle from "1=Very strongly disagree to 7= Very strongly agree" based on a 7-point Likert scale. This section reflects the participants' evaluation of hotel CRM practices. The second section was the level of importance of factors linked to choosing a luxury hotel. The respondents were required to circle from "7= Extremely important to 1= Extremely unimportant" based on a 7-point Likert scale. This section reflects factors that affect brand loyalty and repeat visits. The third section was the level of importance of factors linked to staying at the hotel again. The participants were asked to circle from "7= Extremely important to 1= Extremely unimportant" based on a 7-point Likert scale. This section can reflect what factors can promote the respondents to stay in the hotel again. The last section was for demographics, gender, age, the highest education level, and household income, and the participants were required to tick the respective boxes. The items used in this study were adapted from the work of Tahir and Zulkifli (2011), Kirmaci (2012), Cheng and Yang (2013) and Banga et al. (2013). (Table-1 provides examples of constructs and items used in the current study).

3.3 Reliability and Validity

An exploratory factor analysis was conducted initially with the nineteen questions that composed the survey questionnaire. Then a confirmatory factor analysis (CFA) led to a structural model using AMOS v26 (see Figure-1). Content validity is conducted using the tourism management literature to assess the measures used in the questionnaire (Tahir and Zulkifli 2011, Kirmaci 2012, Cheng and Yang 2013 and Banga et al. 2013). After those procedures, it can be concluded that the measures included in the questionnaire had content validity.

A confirmatory factor analysis (CFA) is conducted to assess convergent and scale reliability of all measures included in the conceptual model (Anderson & Gerbing 1988). The results obtained from the CFA reveal that the measurement model has a good fit (chi-square 442,74, degrees of freedom, 137, p<0.001). In addition to the chi-square, four other measures are used to assess the goodness-of-fit of our measurement model: comparative fit index (CFI=0.920), Tucker-Lewis fit index (TLI=0.900), Incremental fit index (IFI=0.921), and root means a square error of approximation (RMSEA=0.078, see Table-1).

The results indicate that the measures employed to measure the constructs are reliable (composite reliability, variance extracted, and internal consistency - Cronbach's Alpha) and valid. The authors assessed convergent validity through the standardized loadings of our variables. According to Table 1, all variables presented standardized regression loadings above 0.50 (t>1.96; p<0.05). Table 1 also shows that all our constructs have internal consistency as Cronbach's Alpha fell above the cut-off point of 0.6 established by the literature (Cronbach 1951). Regarding the composite reliability, all our constructs fell above the minimum threshold of 0.60 (Bagozzi & Yi 1988). In addition, also assessed the average variance extracted. Only one of our constructs (Brand loyalty, AVE=0.42) fell below the minimum threshold defined by the literature of 0.50 (Browne & Cudeck 1993). Despite the slightly lower average variance extracted value, authors opted to keep this construct in our model as it has a significant theoretical contribution to explaining the phenomenon. Considering the above results, our measurement model was deemed acceptable (Bagozzi and Yi, 1988, Fornell and Larcker, 1981, Byrne 2001; Hair, Black, Babin, & Anderson 2010).

Table 1

Constructs Measurements Summary

Confirmatory Factor Analysis and Scales Reliability

Constructs and items	Standardized Regression Weights	t-value
Hotel & Guests Relationship		
(CR* = .92; AVE = .58; Alpha*** =.911)**		
The hotel can tailor its products and services to meet my needs	0.68	Set to 1
The hotel offers various facilities to meet my demands	0.78	13.456
The hotel provides services to meet my specific requirements	0.69	11.902
The hotel provides a variety of service items and information	0.79	13.494
The hotel fulfills its promises on time	0.79	13.809
The hotel staffs are knowledgeable and possess necessary information on the requested service	0.77	13.634
The hotel staffs show sincere interest in solving my problems	0.79	14.138
The hotel uses different measures to meet customers' urgent requirements	0.79	13.61
Service Delivery System		
(CR* = .75; AVE = .60; Alpha*** =.735)**		
The hotel's system can record my information and preferences	0.82	Set to 1
The hotel has systems to record and charge my consumption accurately	0.72	10.262
WOM Recommendations		
(CR* = .68; AVE = .54; Alpha*** =.617)**		
Travel agency recommendation	0.50	Set to 1
Recommendation from others	0.91	6.879
Brand Loyalty		
(CR* = .68; AVE = .42; Alpha*** =.719)**		
Brand influence	0.76	Set to 1
Member points	0.63	10.616
Having cooperation with the hotel	0.54	8.987
Repeat Visit		
(CR* = .85; AVE = .59; Alpha*** =.854)**		
Convenient location	0.71	Set to 1
Value for money	0.73	14.917
Excellent hotel customer service	0.86	14.314
Special discount	0.76	12.377

Note:

*Composite reliability (CR) (Bagozzi and Yi, 1988)

**Average Variance extracted (AVE) (Fornell and Larcker, 1981)

***Alpha (Cronbach, 1951)

3.4 Hypotheses testing

The Structured Equation Modelling uses the maximum likelihood method to test the specified hypotheses using AMOS v26. Table 2 shows the results of the model specification and hypotheses testing. The overall chi-square of the model was 438,736 (degrees of freedom=138). We also examined four other goodness-of-fit indices of our structure model: comparative fit index (CFI=0.922), Tucker-Lewis fit index (TLI=0.902), incremental fit index (IFI=0.922), and root means squared error of approximation (RMSEA =0.077). All fit indices used in this study fell within the recommended thresholds suggested by the literature (RMSEA >0.04 < 0.08; CFI, IFI, TLI>0.900;(Byrne 2001; Hair, Black, Babin, & Anderson 2010). Thus, the estimated model was deemed acceptable. The path analysis of the structural model and hypotheses results are presented in Table 2.

The hypothesis testing shows that hotel and guest relationships positively affect brand loyalty as the path coefficient was positive and significant (.630; p<0.001). As a result, hypothesis 1 is supported.

Supportive results of hypothesis 2 are also obtained. The results shown in Table 2 indicate that word-of-mouth recommendations positively affect brand loyalty (.305; p<0.001).

The results obtained for H3 indicate that the relationship between the serviced delivery system and brand loyalty was not significant (.047; p>0.10), failing to support H3.

Hypothesis 4 investigated the effect of brand loyalty on a repeat visit. Our results provide strong support for the notion that brand loyalty positively affects repeat visits (.885; p<0.001).

In summary, three of our specified hypotheses (H1, H2, and H4) were supported. However, our results fail to provide support for H3. Figure 1 and Table 2 show the hypotheses testing results.

Table 2
Coefficients of Structural Relationships and Goodness-of-fit Indices of the Structural Model

Linkages in the model	Standardized Estimates	*t*-value	Hypothesis result
Hypotheses			
H1: Hotel & Guests relationship→ Brand loyalty	.630	8.324*	Supported
H2: Word-of-mouth recommendations → Brand loyalty	.305	4.620*	Supported
H3: Service delivery system → Brand loyalty	.047	0.693ns	Not supported
H4: Brand loyalty → Repeat visit	.885	10.495*	Supported

Goodness-of-Fit Indices

Chi-square 438,736 (138), RMSEA= 0.077; CFI= .922; TLI=.902; IFI=.922

Ns = non-significant

* *p*<0.001

Figure 1
Final Model
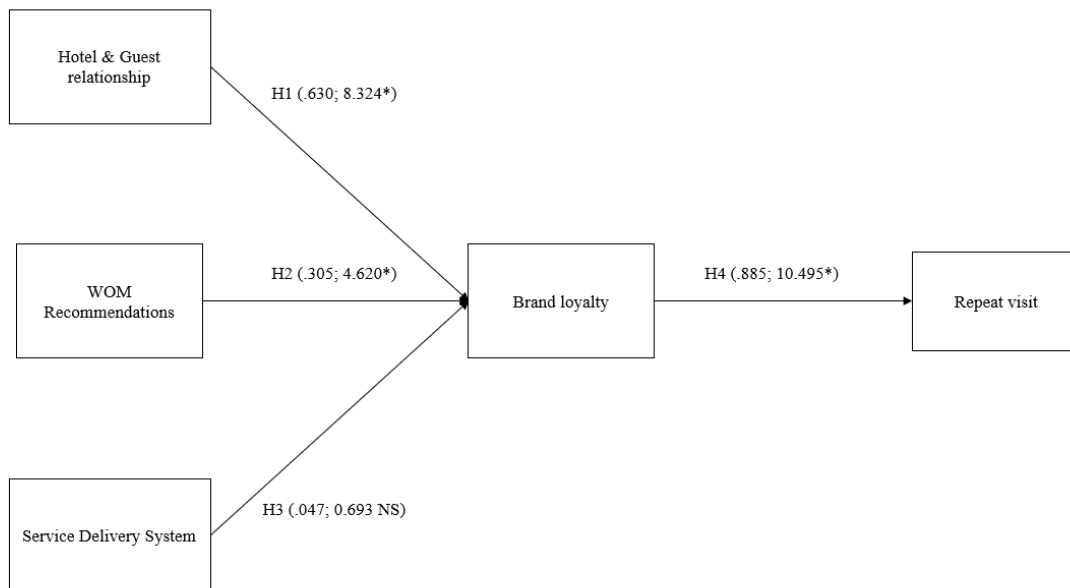
ns – non-significant
* *p* < 0.001

4.0 Discussion and Conclusions

The main objective of this study was to assess the impacts of guests relations, WOM, and service delivery systems on brand loyalty and repeat visits in luxury hotels in Tianjin, China. The study uses a survey technique. Some views of senior local hotel managers were accumulated through informal interviews.

The first hypothesis tests the relationship between the guests and Tianjin's luxury hotels on brand loyalty. What do hotel guests perceive to be important in building a relationship with the hotels? The concept of relationship marketing was first initiated in the aviation industry in the 1980s when American Airlines established a loyalty program to reward their frequent flyer (Xiong et al. 2014, Kim et al. 2001). The concept of humanism transformed into Customer/Guest Relationship Management in the subsequent studies, which cover various perspectives from technological solutions (Payne & Frow 2005) to customer-centred (Garrido-Moreno & Padilla-Meléndez, 2011) management principles (Vaeztehrani et al. 2015). In the 1990s, CRM began to grow (Ling & Yen 2001). The current study determines that relationship with hotel guests through sustained services and products, impact brand loyalty. It is in line with the above-stated studies and senior manager (H01P02) who stated that "Whether hotel can match customers' needs is the premise of establishing customer relationships."

The second hypothesis tested the impact of WOM recommendations to build brand loyalty. Are recommendations from travel agents, friends, and other influential people enough to build brand loyalty? The cost of maintaining a customer is less expensive than creating a new customer (Chetioui, et al 2017, Gustafsson et al 2005). A positive word of mouth from loyal customers and other sources consequently reduces the marketing cost. Perlik (2003) emphasises that 48% of people answered that friends or relatives took them or recommended them to new restaurants before they became their regular customers (Kotler et al., 2017). According to Fornell and Wernerfelt (1987), positive word of mouth and higher customer loyalty get better by resolving the complaints of dissatisfied customers. Addressing customer complaints improves customer loyalty and retention while enhancing customer belongingness towards the organizations (Bhat & Darzi 2016). Hence WOM has a significant impact to build loyalty. Such a view is supported by some senior managers (H01P01, H03P06, H04P07, and H06P10). They stated that 'think about the problem from the guests' perspective, put your feet in guest's shoes so that you can truly understand the customer's feelings. Others (H01P02, H02P04, H03P05, H03P06, H04P08, and H05P09) stated that the positive WOM effects relationship and loyalty. This is also evident in the work of Han & Hyun (2012) that loyalty and word-of-mouth

recommendations are very important in the business world. Robert et al. (2003) state six indicators to measure the degree of customer loyalty: sharing information, positive speaking, recommending friends, repurchasing, purchasing extra service, and trying new services. Hence there is a strong relationship between WOM recommendation and loyalty within luxury hotels in Tianjin, China.

The third hypothesis tested if the service delivery system had any impact on brand loyalty. Kaushal (2015) state that an important dimension in customer relationship management is technology and automation, which covers managing customer service activities by a single service platform. Technology is now frequently used by the hotel industry. Several studies suggest that customer loyalty will be positively affected by higher customer satisfaction (Buttle 2004; Homburg et al. 2005; Singh 2006). Santouridis and Veraki (2017) support that a delivery system could increase customer satisfaction. For example, personalized services, protecting individual data, providing convenient and flexible payment methods, convenient and efficient customer service, and responding to customer needs to increase customer satisfaction, relationships, and loyalty. Senior managers (H03P06) believed that in the future, hotels could use advanced technology to help to strengthen the relationship between customers and the hotel so that the hotel can better manage customer relations. However, the findings from the H3 indicate that the relationship between the service delivery system and brand loyalty was not significant (.047; $p > 0.10$), failing to support H3. Hence, within the context of Tianjin's luxury hotels, the service delivery system does not seem to impact brand loyalty. This is somewhat a surprise as largely literature suggests otherwise.

The last hypothesis tested if brand loyalty influences repeat visits. Earlier research suggests that customer relationship helps improve customer satisfaction (Feinberg & Kadam, 2002), which influences customer loyalty and customer retention and subsequent profitability (Abdullateef & Salleh 2013). It is further supported by Wahab et al. (2011), stating that maximizing customer satisfaction and minimizing complaints are key results of successful guest relationships and brand loyalty. In addition, some senior managers (H03P05, H02P04) mentioned that if the customer experience is good, the hotel rating will increase, which will make guests feel that the hotel is like a second home. As a result, the guests will be more willing to come to this hotel, take pride, and invite friends to come. The findings from H4 testing provide strong support for the notion that brand loyalty positively affects repeat visits (.885; $p < 0.001$).

Overall, three hypotheses were supported except for H3 results, which suggest that in the case of luxury hotels in Tianjin, the service delivery system does not influence brand loyalty.

4.1 Implications, Recommendations, and Limitations

An important theoretical implication is that the study has developed a new conceptual model in the context of luxury hotels in Tianjin, China. The model's test findings add a new dimension to the literature by informing that the service delivery system has no significant relationship with brand loyalty. In other areas, a positive relationship is identified between hotel guests and WOM with brand loyalty, as the literature suggests (Abdullateef & Salleh 2013, Wahab et al. (2011). Brand loyalty leads to repeat visits. It has been supported by our study as well. Interview with senior luxury hotel managers reveals that they agree that guest relationship is crucial for brand loyalty and repeat visits. The study adds to the literature linked with the Chinese hotel industry. Although, as part of practical implications, the luxury hotels in Tianjin lack having an effective guest relationship system in place which also build humanism in the industry, staff training was identified as a strong recommendation in this area. Our study provides guidelines for hotel managers in several areas. The humanistic perspective of our study sheds light on the individual and their interest. This should be understood by hotel managers who plan and implement hotels' operations.

The study is not without some limitations. One of the limitations is that the sample was restricted to Tianjin, China. Further, there could be subjectivity in responses. Finally, the interview information collected in this study may not be completely reliable because hoteliers are sometimes afraid or unwilling to share the truth. These limitations should be considered when using the findings of the study.

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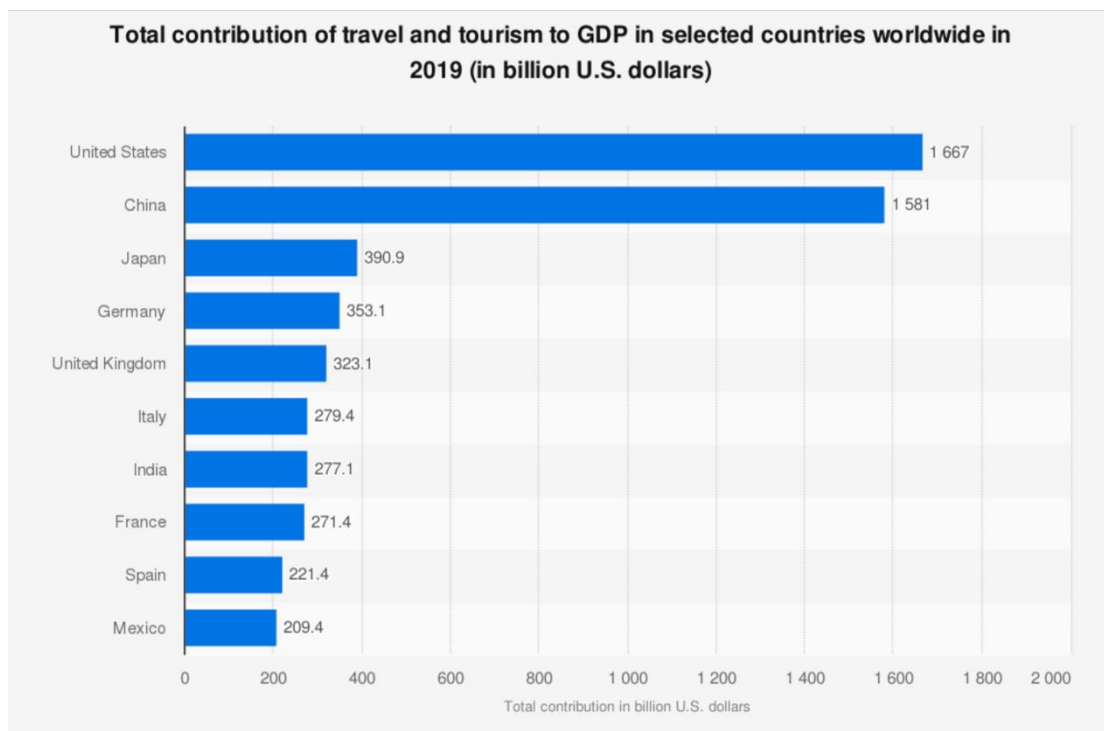
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Total contribution of travel and tourism to GDP in selected countries worldwide in 2019 (in billion U.S. dollars)

Source: Travel and tourism: direct contribution to GDP worldwide 2019, by country Published by Statista Research Department, Feb 4, 2021.

Appendix B

Sample Characteristics

Sample Characteristics	Frequency (n)	%
Age		
18-30 years	159	43.2
31-40 years	174	47.3
41-50 years	17	4.6
51-60 years	16	4.3
61 – and above	2	0.5
Total	**368**	**100**
Gender		
Male	199	54.1
Female	169	45.9
Total	**569**	**100**
Income Level		
Below average	39	10.6
Average	115	31.3
Above average	176	47.8
Much Above Average	38	10.3
Total	**368**	**100**
Highest Level of Education		
High school and below	45	12.2
Specialist	87	23.6
Undergraduate	185	50.3
Master's Degree and above	51	13.9
Total	**368**	**100**

Study Questions:

1. What is the impact of humanism and guest relations in building brand loyalty in hotels? Explain with examples.

2. What is the role of Customer Relationship Management in building a competitive advantage?

3. Discuss and explain the importance of the conceptual model used in this Chapter (Figure-1).