

A CRM performance evaluation framework for hotel industry in Taiwan

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Abstract

The international community has identified the 21st century as a time for both tourism and high-tech industries. Taiwan, well known for its diversified landscapes and rich cultures, owns its great potential for developing tourism industry which has been included in one of the strategic service-oriented industrial plans proposed by Taiwanese Government. In addition, encouraged by a 2-day weekend policy, people living in Taiwan pay more attention to their leisure life. As the result, the demand of the hotels in near future could be speculated and a keen competition in hotel industry would be expected as well.

Hotel industry is a particular industry mainly focusing on how to deal with long term relationship with its customers through providing intensive intangible service and physical facilities. Customer Relationship Management, an emerging customer-centralized theory for emphasizing relationship marketing, seems to be extraordinarily important for the hotel industry which is highly service-encountered with its customers. However, there are fewer researches discussing about how to utilize CRM to hotel industry. The purpose of this research is trying to propose a performance evaluation framework of Customer Relationship Management, which integrates the characters of knowledge management, internal and external operating process, and service quality, for hotel industry. Through intensive literatures review for evaluation dimensions and criteria, this research applied Delphi Method for criteria purification and confirmation. Based on characters of hotel industry, this research proposed a four-dimension framework including Marketing, Service, Operation, and Information, with 24 criteria for CRM performance evaluation of the hotel industry. Hope the proposed framework could assist hotel industry to discover major dimension and criteria for long term customer relationship maintenance and help hotel industry to utilize

business resources onto key dimensions with more efficiency. Finally, thorough this framework, hotel could raise customer satisfaction, enhance customer loyalty, create stable income stream, and achieve the objective for perpetual operation.

Keyword : Customer Relationship Management (CRM), hotel industry, performance evaluation framework.