

# Customer Relationship Management (CRM) Strategies In Small And Medium Enterprises (SMES): A Study In Tourism Industry In Vietnam

Vu Minh Ngo, Hieu Minh Vu, Mai Hong Nguyen<sup>1</sup>

**Abstract---** *Small and Medium Enterprises (SMEs) are one of the main motors for economic growth, especially in developing countries like Vietnam. However, SMEs are usually overlooked in academic research on the topic of firms 'competitive advantage. Taking the fact that Customer Relationship Management (CRM) has currently been one of the most popular tools in the business for building long term competitive advantage. The main objectives of this study are to investigate which CRM strategies are currently being implemented in SMEs and identify factors that determine the success of CRM implementation in SMEs. Using the adoption of grounded theory research procedures, this study investigates the practices of CRM implementation in 41 SMEs in the tourism industry in Vietnam. This study provides more insights and guidelines for managers in SMEs so that they can be more informed when deciding on choosing CRM strategies for developing a long-term competitive advantage.*

**Keywords---** *Customer relationship management (CRM), CRM Strategy, Small and Medium Enterprises (SMEs), Tourism industry, Knowledge management.*

---

## I. INTRODUCTION

New information and communication technologies have opened many opportunities and challenges for all areas of business. Notably, they make the jobs of managers more complicated when it is harder to achieve and maintain competitive advantages in the current business environment. In order to adapt proactively with the fast-pace changing environment, managers are required to implement completed systems for tracking the performance of essential measurements relating to critical stakeholders of their firms such as customers, suppliers, employees, shareholders, etc. [1] [2] [3]. One of the most important stakeholders of any firm is customers who are firms' primary sources of sustainable income. Furthermore, with the spread and transparent of information, more and more competitors enter the market; the power of customers has been strengthened than ever before. Therefore, it is imperative for managers to get the primary efforts of the firms to focus on developing and maintaining good relationships with key customers. That is also the main objective of Customer Relationship Management program (CRM), which is to leverage the long-term relationships with customers to enhance the sustainable shareholder value.

The twenty-first century has forced industries both oriented in products and services to remain competitive enough by gaining sustainable advantages over similar firms through knowledge management. As a result, many industries have given priority for 'knowledge resources' rather than "other resources" [4]. The uprising of digitalization-driven service from

---

<sup>1</sup> Ngo Minh Vu ([ngominhvu@vanlanguni.edu.vn](mailto:ngominhvu@vanlanguni.edu.vn)), Vu Minh Hieu ([yuminhhieu@vanlanguni.edu.vn](mailto:yuminhhieu@vanlanguni.edu.vn)) and Nguyen Hong Mai ([nguyenhongmai@vanlanguni.edu.vn](mailto:nguyenhongmai@vanlanguni.edu.vn)) are full-time lecturers of the Faculty of Business Administration of Van Lang University, Vietnam

industrialization-driven products happening in the current business environment also highlights the importance of knowledge resources [5] [6]. Accordingly, industries tend to prepare their strategic, tactical, and action plans based on knowledge resources highlighting the management of knowledge in the firm. Customer-orientation approach is critical for achieving the informed knowledge and business intelligence for proactively adapting with constant changes in the business environment and customer preferences. Meeting the customer on the spot where service is delivered has made service-oriented industries more competitive. Tourism, as the fastest growing service industry in the world, is recognized as the potential income generating source for the country. Therefore, identification of business practices, emerging themes, development of new concepts would make the industry and academia beneficiary. Newly emerging popular destinations like Vietnam have grasped much attention from scholars due to radical changes in the economy. According to research by the Pacific Asia Travel Association (PATA) and the Visa International Company (VISA) in 2010, traveling to Vietnam has been becoming a more desirable and accessible option for international tourists, particularly for tourists from China, Thailand, Japan, Singapore, and Australia. However, due to the ineffective promotional strategy according to the report at the World Economic Forum (2011), the attractiveness of Vietnamese tourism destination was still under its potential (rank 80th among 139 countries in terms of tourism competitiveness index) . From then, improvements have been seen in the competitiveness of the Vietnamese tourism industry, T&T competitiveness index published by World Economic Forum (2019) ranked Vietnam at 63th among 140 countries in the list, increasing four ranks from the report in 2017. However, according to the report, service infrastructure in the Vietnamese tourism industry rank at the bottom of 20% among all countries. This fact emphasizes the imperative needs to improve the service quality of the industry.

Considering limited research studies of CRM in the case of the tourism industry and small and medium enterprises (SMEs), this study focuses on understanding the implementation of CRM by managers in the hospitality industry in Vietnam. The main objectives of this study are to investigate which CRM strategies are currently being implemented in SMEs and identify factors that determine the success of CRM implementation in SMEs.

The remainder of the paper is arranged into four parts. First, the next part reviews the literature about Customer Relationship Management and formulate the research problem and research questions. Second, the methodology of the study is given. Third, data analysis and discussion are provided. Finally, the conclusion is provided in the last part.

## **II. LITERATURE REVIEW**

Previous studies reveal that CRM is widely accepted as a business strategy that involves people, processes, and technology with the aims of establishing and fostering relationships with customers [7] [8]. In particular, the power of technology enables CRM to collect and store valuable amounts of customer data (i.e., needs, motivation, and behaviors) and then, create knowledge for increasing competitiveness and improving performance [7]. Thus, the success of this process is mainly based on the technology infrastructure and the wealth of knowledge. CRM is generally classified into three types of systems, namely operational CRM systems, analytical CRM systems, and collaborative CRM systems [9]. In general, three approaches can be drawn from them to shape the point of view about CRM in both researchers and managers. First, CRM is defined as CRM technology, which supports customer processes. The core purpose of CRM in this approach is to collect, analyze, and utilize the information from customers through the application of technology. This approach narrows the research scope about CRM around the use of technology for building the relationship with customers. For example, Xu, Yen, Lin, and Chou [10] define CRM as an “information industry term,” which refers to methodologies, software, and usually internet capabilities to formulate

customer relationship management effectively. This approach to CRM highlights the primary role of information systems for CRM, but it is hazardous if we ignore other components of CRM. It can be the right way of wasting money when companies invest in information technology systems before they are ready to utilize that system effectively.

Second, CRM is defined on the customer processes level. This approach is narrower as compared to the previous one, and the core activities for CRM implementation is related to customer's processes. Reinartz, Krafft, and Hoyer [11] define the CRM process as a three stages process, including customer relationship initiation, maintenance, and termination across all customer contact points to maximize the value of the relationship portfolio. This definition based on assumptions that customer relationship value is not homogeneous, and relationships evolve through different phases. Thus, one of the key goals is to assign appropriate resources for different tiers of customers based on their lifetime value. For example, in her research, Ryals [12] shows that when managers recognize the lifetime value for each type of customer, they can better allocate the resources over different customer segments and achieve a dramatic better firm performance. Ernst, Hoyer, Krafft, and Krieger [13] in particular develop a framework for CRM implementation focused on customer level which includes "(1) Customer information management - the key activity of identifying customers and their needs; (2) Customer segment value management; (3) Multi-channel management-offering alternative means of communication and channels of distribution is also identified as a key CRM process."

Finally, CRM is viewed as a cross-functional strategic business process. In this case, CRM implementation requires to transform all firms' activities from a product-centric orientation toward customer-centric orientation. This approach requires that CRM implementation influences and changes most of, if not all, the most critical business processes in organizations. Payne and Frow [14] define CRM as a strategic approach to maximize shareholder value by identifying key customers and customer segments and building up the long term relationship with them. They also recognize the vital role of information technology in CRM implementation, but their focus is more on "cross-functional integration of processes, people, operations, and marketing capabilities that is enabled through information, technology, and applications." Sin, Tse and Yim [15], in an attempt to develop a scale for measuring CRM implementation, define CRM as multi-dimensional constructs that concern four broad behavior components: key customer focus, CRM organization, knowledge management, and technology-based CRM.

Recently, new trends in implementing CRM has emerged in the tourism industry. Traditionally, CRM in tourism has been used as a business process for collecting and analyzing customer information [16]. Companies usually used CRM for identifying and targeting the most profitable customers with appropriate marketing basic based on the customers' history of transactions with the companies [17]. However, the traditional approach has some of the limits in its core. By focusing on the past transactions and exploiting the technologies for customer information, the diversities and dynamism which are inherited in customer characteristics are ignored [18]. Thus, innovative approaches to CRM should be considered to capture the dynamic of customer preferences and adapt to continually changing business environments. To fulfill these gaps, scholars and managers start to switch to social media as a primary medium for implementing CRM. The social media revolution in recent years and their rich content on customer behaviors have revolutionized CRM in many aspects [19] [20] [21]. Particularly, Sigala [21] and Trainor, Andzulis, Rapp, and Agnihotri [22] identifies four major aspects at which social media can improve the CRM implementation: (1) conversation – facilitating dialogues between customers and companies and collecting conversational data; (2) sharing – enabling companies to create, exchange, distribute and receive contents; (3) groups

– developing and fostering online communities on specific topics, brands and products to enhance the word of mouth effects; (4) relationships – developing relationships on individual basics and networking with users for co-creating value.

The benefit of CRM can be readily accepted on a conceptual basis, but the application of CRM in practice raised much skepticism about CRM and its real benefit for firms. The Gartner Group [23], for example, has found that approximately 70% of CRM projects result in either losses or no bottom-line improvements in firm performance. Similarly, recent academic studies report inconclusive findings regarding the performance effect of CRM. Some authors find the positive relationship between CRM implementation and financial performance [24] [25]. Some studies found that the effectiveness of CRM programs needs to be mediated and moderated by other factors [26] [13]. Moreover, academic research on CRM for Small and Medium Enterprises (SMEs) is usually overlooked, and the main focuses are on the best practices of CRM on large firms. Therefore, there is an urgent need for more academic research and practical guidelines for managers in SMEs about the best way to analyze and implement CRM programs in their business strategy for improving competitive advantage and enhancing the value of shareholders. The main objectives of this study are to investigate which CRM strategies are currently being implemented in SMEs and identify factors that determine the success of CRM implementation in SMEs. This study can provide more insights and guidelines for managers in SMEs so that they can be more informed when deciding on choosing CRM strategies for developing long-term competitive advantages.

### **III. DATA COLLECTION**

The emergent design of qualitative research is the most suitable one for the objective of this study because most of the interesting insights are complex and deeply embedded in the personal experiences and know-how of the respondents [26]. Therefore, this study uses the adoption of grounded theory research method procedures for conducting the investigation [27]. This research procedure facilitates the constant comparative analysis and constructions of a new theory about CRM strategies used and critical success factors. The data collection and analysis are executed simultaneously, making sure that the emerging theory is discovered fully until the information is saturated.

The data collection is done through in-depth interviews with 41 managers (sales managers, general managers, front-office managers) of hotels, resorts, and tourism agencies in Vietnam in August 2018. A semi-structured questionnaire consisting mainly of open-ended questions is prepared for the in-depth interviews. The questions in the questionnaire are pilot-tested with four academic staff in the Business Administration faculty for ambiguity and wording mistakes. Most of the interviews are done within 60 to 90 minutes. Then authors have follow-up sections for first-hand observations of the CRM implementing in SMEs at the workplace. Then data collected are analyzed right after the interview, and most exciting concepts, ideas emerging from the interviews are discovered and serve as the main topics for the next interviews. This emergent design of the interview process allows the questions to raise naturally around the new topics which are needed to be thoroughly investigated. The 41 SMEs in the sample are chosen according to the purposive sampling technique in order to facilitate the investigation of emerging concepts.

This study uses the Grounded theory procedure as a general method for guiding the design of research processes. However, for analyzing qualitative data and understanding qualitative results, this study uses Thematic analysis for coding the qualitative data and extracting meaningful themes about the CRM topics. This study follows six-stages

process of thematic analysis from Braun and Clarke [28] as following: (1) understanding the data; (2) generating the initial codes; (3) combining codes into overarching themes; (4) verifying the themes and theories and improving themes by new data collected if necessary; (5) defining themes and what they mean; (6) writing report and member checking if necessary.

In addition, this study chooses the tourism industry in Vietnam as the context for the research. The tourism industry is the service-dominant industry and indeed uses the CRM program extensively for building customer relationships. Furthermore, most of the companies in the tourism industry are SMEs. Therefore, the tourism industry is a rich and appropriate context for this research. Table I summarizes some of the main participants in the research.

**Table 1.** In-depth interview participants. Source: Own research

Pseudonym - position	Year working	Company descriptions (business activities – number of employees)	Pseudonym- position	Year working	Company descriptions
M.T. – COO	20	4+ -star resort – 160	T.Q. – GM	8	4-star hotel – 125
M.L. – FM	6	4+ -star resort – 156	N.N. - CE	5	4-star hotel – 120
L.A. - FM	8	4-star resort – 150	M.V. - HM	7	3-star resort – 100
V.N. – GM	15	4-star resort – 136	N.L. – GM	14	3-star hotel – 100
C.S. – GM	15	4-star resort – 135	M.H. – GM	5	3-star hotel – 90
A.N. – GM	10	4-star resort – 130	V.T. – GM	11	3-star hotel – 55
A.V. – GM	10	4-star resort – 130	D.V. – GM	15	3-star hotel – 45
E.P. – GM	12	4-star resort - 125	H.D.- CE	7	2-star hotel – 30
M.H. – GM	14	4-star resort – 125	A.T. – GM	3	2-star hotel – 30
T.T. – GM	12	4-star resort – 125	V.N – GM	5	2-star hotel – 25
H.T. – GM	14	4-star resort – 120	C.M- CE	4	Travel agency – 65
M.T. – GM	15	4-star resort – 120	Ch. – CE	5	Travel agency – 60
D.T. – FM	9	3-star resort – 100	H.A. – GM	15	Travel agency – 65
Q.T. – GM	10	3-star resort – 100	B.L. – GM	9	Travel agency – 62
M.L. – GM	10	3-star resort – 95	H.T. – FM	10	Travel agency – 40
T.M. – GM	8	3-star resort – 95	N.H. – CE	5	Travel agency – 35
T.H. – HM	5	3-star resort – 90	Q.V. – CE	4	Travel agency – 30
T.B. – GM	14	4+ -star hotel – 160	T.L. – GM	5	Travel agency – 20
V.D. – HM	7	4+ -star hotel – 150	H.H. – GM	17	2-star tourism site – 45
V.D. – GM	22	4-star hotel – 125	N.A. – GM	13	2-star tourism site– 42
			T.N. – vice GM	7	2-star tourism site– 40

\* GM: General Manager; FM: Front Office Manager; HM: Human Resource Manager; CE: Customer Executive; COO: Chief Operation Officer.

#### IV. DATA ANALYSIS & RESULTS

##### 4.1. Risks encountering by SMEs and CRM usages

In the pursuit of the reasons why SMEs in tourism industry use CRM, managers of most of SMEs (35/41 firms) strongly agree that CRM program is necessary and essential for their business. Mr. M.T, General Manager of a 4-star resort, articulates that they started to use CRM for building customer relationships a couple of years ago, and it becomes the “habit of the company” when everybody now knows their focus should be on customers.

There is one common primary reason which forces most of the managers in SMEs seeking for CRM practices: they realize that the competitive pictures are now very “complicated” and they have to focus on “who buy the products” instead of “what products they want to sell.” In other words, SMEs realize that they are not allowed to be wrong on products and services offered and need to be very clear about what customers want at any moment. Ms. B.L., General Manager of a travel agency, said that: “...you will be too far behind of competitors if you offer the wrong products, services to your key customer groups in this business environment.” However, the primary reasons for adopting some aspects of the CRM program are very concrete. CRM practices at first in SMEs are usually small projects for addressing specific risks and issues. They are summarized in Table 1. Consistent with the CRM literature, the factors influencing the adoption of CRM in SMEs vary widely in terms of both dimensions and magnitudes. Then the positive impacts of a small project of CRM make them think of more significant and more completed CRM implementation throughout the firms [13]. However, this is not the case for all SMEs in the sample. Mr. H.H, Manager of a 2-star tourism site and hotel said that they have been “satisfied with the current model” of their CRM which is mainly for “creating the crowded effect” for their products and services and they do not have any reasons or intentions to develop the completed system of CRM. This phenomenon has also happened to some SMEs whose managers explain that they are somewhat “satisfied” with the current system, and they do not own enough human and financial resources for enhancing their CRM practices although they wish to do that.

Table 2. Risks encountering by SMEs and CRM usages. Source: Own research

Risks and issues	CRM usages
Outdated products/services.	Being updated with the demand from customers as the primary source for new product development.
Aggressive competitors/ more competitors from regional and international level.	Increasing added value to increase customer satisfaction and customer loyalty for proactively compete with competitors.
New technologies make the competition and customer demand more complicated.	Using new technologies within the CRM program, especially the mobile techs, database, and analytics capability to understand more about customers.
Macroeconomics and policy are changing in fast-paced.	Using CRM to foresee the changes in customers' demand and proactively adapt based on customer knowledge about demand and tastes.

#### 4.2. CRM strategies in SMEs

In the investigations about CRM strategies used by the SMEs in the sample, the focus is on how homogeneously or heterogeneously SMEs treat different customer groups in their customer base. For instance, the sales manager in resorts Z defines their CRM strategy as “the way to know more about customers and take care of them on an individual basis.” In other cases, the general manager in resorts N said that she want to segment their customer bases and knowing which products are used the most by particular customers for marketing purposes.

Through in-depth interviews and observations of 41 tourism SMEs in the sample and the thematic analysis, three CRM strategies can be formulated. The descriptions of three different CRM strategies, including their components, objectives, and targeted customers, are summarized in Table 3.

The first CRM strategy, coded as “individual relationship,” is implemented by mostly small tourism firms which have 10-50 employees and some of the medium-sized firms which have 51-150 employees. This CRM strategy is mostly based on individual relationships between the top management team and key customers. Sales managers and sales teams will use their relationships to keep in touch with key customers and understand their demands. The customer knowledge of this strategy is based mainly on the tacit knowledge and personal experience owned by particular executives in the firms. They are the only primary resource to collect and transfer customer knowledge to other employees if necessary.

The second CRM strategy, coded as “customer service CRM,” is implemented by most of the medium-size firms which use some essential function of CRM technology. The data of the customers is collected through mainly the sales team and customer service personnel and stored with the support of hotel management software with the primary CRM function integrated. This approach allows these firms to access to more completed knowledge about customers and through more channels. Customers/ customer segments are treated more heterogeneously by all employees. It means that knowledge about customers can be accessed by relevant employees who are in charge of providing customer services. In this case, the front office employees are the hub of information, where customers’ knowledge is spreading out to the one who directly provides the services for customers. For example, employees in the maintenance department can be notified timely about customers’ special requests from their access to the firms’ CRM systems. However, one of the disadvantages of this CRM strategy is that the information flow is one-way from one source. As a result, the cooperation between departments for the whole customer experiences is limited.

The third CRM strategy, coded as “cross-functional CRM,” is implemented by some of the medium-sized firms, which are usually new and most innovative players in the market. This CRM strategy addresses the limitation of the prior CRM strategy and remedies it by changes the structure of the network of information. They apply the standardized and some of the best practices of CRM from large firms into SMEs in a creative way by designing their CRM software and analytic capability. The most important factor distinguishing this group with the previous two CRM strategies is the ability to collect, store, and transfers customer knowledge and customer-oriented philosophy to all employees at all levels in their firms. CRM insights are used not only for customer services but also for most of the vital business processes in firms such as marketing, sale, and support business decision making by top managers.

Table 3. CRM strategies in tourism SMEs. Source: Own research

CRM strategies	CRM objectives	Targeted customers
1st: Individual relationships CRM used by most of the small tourism firms.	Keep in touch with the key customers and consult with them for designing offers.	Domestic customers travel in big groups who usually use a tourism agency to make the plan of traveling.
2nd: Customer service CRM used by most of the medium-size tourism firms.	Customer satisfaction improved by added value to customer service using customer information.	Domestic and foreign customers travel in big and medium groups but with a higher standard of service, products; individual customers, or family seeking a leisure holiday.
3rd: Cross-functional CRM used by some innovative and active medium-size tourism firms	Treating customers on an individual basis based on their preferences; CRM insights are used in marketing, customer services, and sale tasks.	Individual customers or families in small groups seeking for leisure holidays and design their travel plans.

#### 4.3. Success factors

The third strategy brings more value to customers and firms than the second. The mean of financial results (Return on Equity - ROE) of firms pursuing the third strategies are higher than other firms (5.5% compared with 2% in recent three years). The data of financial performances are collected through the Tax department in Binh Thuan province in the last three years. The mean of ROE ratio for each group is calculated using the weighted average method with weight for each company is its revenue proportion over the total revenue of the group. One of the essential differences between the adoption of the second strategy and the third strategy is not about the required resources but the willingness and attitude toward customer relationships from the top management teams in the firms. The more managers understand the leveraged power of customer relationships, the more they earn from CRM implementation by investing in it.

The knowledge management practices are also one of the differences which distinguished successful CRM with an unsuccessful one. Asking about the way how to make the customer satisfied, employees in firms with the third CRM strategy is more informed about the customer knowledge and more transparent about how to make the customer satisfied than the employees in firms with the first and second CRM strategies. Using many channels for collecting customer information, the powerful analytic toll for transforming it into useful knowledge, and creating a common platform for sharing customer knowledge is one of the essential factors for successful CRM implementation. Through knowledge management, especially the knowledge sharing practice, employees can understand more about the philosophy underlying the CRM efforts they are executed. Table 4 presents the key success factors required for each of the CRM strategies implemented by SMEs in the tourism industry.

Table 4. CRM strategies and Success factors in tourism SMEs. Source: Own research



CRM strategies	Key success factors
1st: Individual relationships CRM used by most of the small tourism firms.	<ul style="list-style-type: none"> <li>• The commitments and skills of particular sales executives.</li> <li>• Using the cost-efficiency strategy to being profitable.</li> </ul>
2nd: Customer service CRM used by most of the medium-size tourism firms.	<ul style="list-style-type: none"> <li>• Basic CRM software and analytical tools and basic knowledge management system.</li> <li>• The mixed between cost-efficiency and differentiation customer strategy</li> </ul>
3rd: Cross-functional CRM used by some innovative and active medium-size tourism firms	<ul style="list-style-type: none"> <li>• Sophisticated CRM software; multichannel management; analytical tools and more advanced knowledge management system.</li> <li>• The commitment of managers in best practices and differentiation customer strategy.</li> </ul>

## VI. STUDY RESULTS, SUMMARY AND CONTRIBUTION

This research contributes to the efforts of discovering effective CRM strategies for SMEs. Because of the contingency issues of implementing CRM, there will be no common CRM framework that is suitable for all the firms. Therefore, using SMEs in the tourism industry as a context, this research formulates some differences CRM strategies that are currently implemented in the practices. Moreover, this research also highlights some key factors determining the success of the CRM program in SMEs, which are the perception of top management about the power of customer relationships and knowledge management practices. These results are consistent with other empirical quantitative research, which also highlights the mediating effects of other factors between CRM and firm performance [28] [29]. However, the mediators have not been confirmed yet and vary across studies. The future researches about CRM can focus on this particular topic in order to add managerial implications to build firms' competitive advantage.

## REFERENCES

- [1]. Becker, J. U., Greve, G., & Albers, S. (2009). The impact of technological and organizational implementation of CRM on customer acquisition, maintenance, and retention. *International Journal of Research in Marketing*, 26(3), 207-215.
- [2]. Kim, H. S., & Kim, Y. G. (2009). A CRM performance measurement framework: Its development process and application. *Industrial marketing management*, 38(4), 477-489.
- [3]. Öztayşi, B., Sezgin, S., & Fahri Özok, A. (2011). A measurement tool for customer relationship management processes. *Industrial Management & Data Systems*, 111(6), 943-960.
- [4]. Bock, G. W., & Kim, Y. G. (2002). Breaking the myths of rewards: An exploratory study of attitudes about knowledge sharing. *Information Resources Management Journal (IRMJ)*, 15(2), 14-21.
- [5]. Kuula, S., Haapasalo, H., & Tolonen, A. (2018). Cost-efficient co-creation of knowledge intensive business services. *Service Business*, 12(4), 779-808.
- [6]. Buenechea-Elberdin, M., Sáenz, J., & Kianto, A. (2018). Knowledge management strategies, intellectual capital, and innovation performance: a comparison between high-and low-tech firms. *Journal of Knowledge Management*, 22(8), 1757-1781.
- [7]. Zablah, A. R., Bellenger, D. N., & Johnston, W. J. (2004). An evaluation of divergent perspectives on customer relationship management: Towards a common understanding of an emerging phenomenon. *Industrial marketing management*, 33(6), 475-489.
- [8]. Garrido-Moreno, A., Lockett, N., & Garcia-Morales, V. (2015). Exploring the role of knowledge management practices in fostering customer relationship management as a catalyst of marketing innovation. *Baltic Journal of Management*, 10(4), 393-412.

- [9]. Gebert, H., Geib, M., Kolbe, L., & Brenner, W. (2003). Knowledge-enabled customer relationship management: integrating customer relationship management and knowledge management concepts [1]. *Journal of knowledge management*, 7(5), 107-123.
- [10]. Xu, Y., Yen, D. C., Lin, B., & Chou, D. C. (2002). Adopting customer relationship management technology. *Industrial management & data systems*, 102(8), 442-452.
- [11]. Reinartz, W., Krafft, M., & Hoyer, W. D. (2004). The customer relationship management process: Its measurement and impact on performance. *Journal of marketing research*, 41(3), 293-305.
- [12]. Ryals, L. (2005). Making customer relationship management work: the measurement and profitable management of customer relationships. *Journal of marketing*, 69(4), 252-261.
- [13]. Ernst, H., Hoyer, W. D., Krafft, M., & Krieger, K. (2011). Customer relationship management and company performance—the mediating role of new product performance. *Journal of the academy of marketing science*, 39(2), 290-306.
- [14]. Payne, A., & Frow, P. (2005). A strategic framework for customer relationship management. *Journal of marketing*, 69(4), 167-176.
- [15]. Sin, L. Y., Tse, A. C., & Yim, F. H. (2005). CRM: conceptualization and scale development. *European Journal of marketing*, 39(11/12), 1264-1290.
- [16]. Kasim, A., & Minai, B. (2009). Linking CRM strategy, customer performance measures and performance in the hotel industry. *International Journal of Economics and Management*, 3(2), 297-316.
- [17]. Wang, Y., & Feng, H. (2012). Customer relationship management capabilities: Measurement, antecedents and consequences. *Management Decision*, 50(1), 115-129.
- [18]. Ngo, V.M., Pavelková, D., Phan, T. P. Q., & Nguyen, V. N. (2018). Customer Relationship Management (CRM) in small and medium tourism enterprises: A dynamic capabilities perspective. *Tourism and hospitality management*, 24(1), 63-86.
- [19]. Sigala, M. (2011). eCRM 2.0 applications and trends: The use and perceptions of Greek tourism firms of social networks and intelligence. *Computers in Human Behavior*, 27(2), 655-661.
- [20]. Sigala, M. (2018). Implementing social customer relationship management: A process framework and implications in tourism and hospitality. *International Journal of Contemporary Hospitality Management*, 30(7), 2698-2726.
- [21]. Kupper, T., Lehmkuhl, T., Wittkuhn, N., Wieneke, A., & Jung, R. (2015, June). Social CRM Performance Model: An Empirical Evaluation. In *Bled EConference* (p. 18).
- [21]. Garrido-Moreno, A., & Padilla-Meléndez, A. (2011). Analyzing the impact of knowledge management on CRM success: The mediating effects of organizational factors. *International Journal of Information Management*, 31(5), 437-444.
- [22]. Trainor, K. J., Andzulis, J. M., Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *Journal of Business Research*, 67(6), 1201-1208.
- [23]. Gartner (2003), Gartner CRM Executive Report. Retrieved 07 July 2019, from <http://hospitalitynet.org/news/4016382.html>.
- [24]. Chang, W., Park, J. E., & Chaib, S. (2010). How does CRM technology transform into organizational performance? A mediating role of marketing capability. *Journal of Business Research*, 63(8), 849-855.
- [25]. Azad, N., & Ahmadi, F. (2015). The customer relationship management process: its measurement and impact on performance. *Uncertain Supply Chain Management*, 3(1), 43-50.
- [26]. O'Reilly, K., Paper, D., & Marx, S. (2012). Demystifying grounded theory for business research. *Organizational Research Methods*, 15(2), 247-262.
- [27]. Glaser, B. G., & Strauss, A. L. (1967). *The discovery of grounded theory* Aldine deGruyter. New York.
- [28]. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77-101.
- [29]. Fidel, P., Schlesinger, W., & Cervera, A. (2015). Collaborating to innovate: Effects on customer knowledge management and performance. *Journal of business research*, 68(7), 1426-1428.