

### Article Title

Integrating customer relationship management in hotel operations: managerial and operational implications

### Citation

Sigala, M. (2005). Integrating customer relationship management in hotel operations: Managerial and operational implications. *International Journal of Hospitality Management*, 24(3), 391–413.  
<https://doi.org/10.1016/j.ijhm.2004.08.008>

### Abstract

As travelers are becoming more price sensitive, less brand loyal and more sophisticated, Customer Relationship Management (CRM) becomes a strategic necessity for attracting and increasing guests' patronage. Although CRM in hospitality has overstated the importance of ICT, it is now widely recognised that successful CRM implementation should effectively combine and align ICT functionality with business operations. Given the lack of a widely accepted framework for CRM implementation, this paper proposed a model for managing and integrating ICT capabilities into CRM strategies and business processes. The model argues that successful CRM implementation requires the management and alignment of three managerial processes: ICT, relationship (internal and external) and knowledge management. The model is tested by gathering data from Greek hotels, while findings provide useful practical implications and suggestions for future research.

### Conclusion

The article tried to find a better framework for businesses to adopt and implement CRM. Also, it says it should not only focus on the role of ICT, but hotels also need to use an integrated managerial approach with ICT, relationship, and knowledge management. Regarding CRM, disseminating knowledge among staff can be differently performed in large hotels and smaller hotels; CRM in small hotels usually depends on the manager's personal managing style while CRM in large hotels is considered as a way for formalizing processes. However, the paper insists that the way of small hotels, which is "institutionalized" informal as managing their customer relationship, can be an effective way to convey knowledge in large hotels.

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