THE IMPACT OF CUSTOMER-CENTRIC MARKETING ON THE CUSTOMERS' RETENTION IN THE EGYPTIAN HOTELS

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ABSTRACT

The Egyptian hotels have to protect and increase market share through creating customers' retention with the customers through effective Customer-Centric Marketing "CCM" strategies such as permitting customers to customize their own services to their personal needs and requirements using electronic tools, personalizing communications and marketing to each individual customer. Customers' retention is particularly important for the Egyptian hotels   today. The firms need the relevant, adequate and timely information about the different facets of their customers to be able to customize the products and services to respond to their specific needs. To meet this challenge the hotels have started to incorporate technology in their business processes that has given birth to a new concept of CCM. The study aims to clarify the effect of CCM on sustainable customers' retention in the Egyptian hotels.

Data collection: Self-administered questionnaires include the guests' expectations about evaluate the impact of CCM on the customers' retention in the Egyptian hotels. A survey was carried out on (42 Egyptian five star hotels in `Cairo, Luxor and Aswan, Hurghada, and Sharm El Sheikh. The majority of the respondents think CCM practices by the hotel plays a major role in influencing your choice for this hotel. Most of them explain their response that the CCM practices are very important and attractive element to select the hotel. While in the other hand the few respondents that there are many factors working together to attract the guest such as price, promotion, product and service quality, the facilities and the atmosphere. Recommendations: Always make sure to have good CCM service provided and good service provider. Include the logo of the

customer is the actual boss of the hotel in its strategy. The shift to naming guests as dear guests, Raising the employees 'awareness of the importance of CCM, their satisfaction and loyalty as tools of guaranteed production in the context of their retention, through systematic training and enlightening meetings with employees.

INTRODUCTION

Retention is the degree to which a customer exercises price tolerance, repeats purchase behaviour, and possesses a positive attitude toward hotels. Moreover, retention is not just the willingness of customer to stay with a particular hotel for a longer period (Aspinall et al., 2015; Carlson et al., 2019). It also includes critical measures such as positive word-of-mouth, cross-buying, intention to switch hotel, and the perception of customers about efforts taken by the hotel to retain them. Retention of existing customers helps a hotels organization in several ways. First, it lowers costs to the firm, especially the cost of obtaining new customers (Syaqirah and Faizurrahman (2014). Second, it increases the market share of the hotel's organization, and, third, it increases the profitability of the hotels organization (Al-Hawari *et al.*, 2009; Nataraj and Rajendran, 2018).

Customers' retention dimensions relate to sharing intentions toward online services. CRM in practice aims to manage the information transfer between a hotel and its customer. With the continuous growth of the Egyptian hotels which is the main economic driver, hotels have been focusing on CRM and thus a critical need to move further to CCM practices which places the customer at the center of all hotels practices through continuous improvement in customer value, retention and thereby improving performance (Muriithi, 2015; Kumar and Reinartz,2016).

Mathies *et al.*, (2014) on their study about the effects of CCM and revenue management on travelers' choices were advice Future research could explore the customers' retention. Moreover, Muriithi, (2015) did research regarding effect of CCM on performance of hotels in Rwanda. Advice the following as suggested areas of further study: The study could be extended to investigate the factors behind the success of non-classified hotels and whether CCM practices could be incorporated in their processes and the impact it would have in customers' retention.

Marques *et al.,* (2016) in the study of the use of customer-centric philosophy in hotels to improve customer loyalty suggest for further studies: future research lines should consider the geographic extension of

the sample and also analysis the customer-centric strategy from the perspective of the hotels services and its impact on customers' retention. So this study seeks to evaluate the impact of CCM on the customers' retention in the Egyptian hotels.

Future research suggestions from Hollebeek *et al.,* (2016) point of view is: customer resource integration, in some form, extends to coincide with customer' retention, as discussed in the section titled "customer' retention benefits". Moreover, Nataraj and Rajendran, (2018) on their study about impact of relationship quality on retention –A study with reference to bank customers in India, were advice that: in the future, researchers can concentrate on extending this approach to other service sectors such as the tourism, and hotels industries. Future studies can measure the relationship and calculate the impact between the building blocks of relationship quality (namely, trust, commitment, and satisfaction) and the dependent variable retention for various industries. Such studies can also explore a comparative analysis of the beta coefficients between CRM and retention with respect to various service industries McMillan, (2012). Also, Rihova et *al.,* (2018) advice that: for the further studies the framework could be used as a theoretical basis for customers' retention.

Mathies *et al*., (2014) on their study about the effects of CCM and revenue management on travelers' choices where advice future research could explore the customers' retention. Moreover, Muriithi, (2015) did research regarding effect of CCM on performance of hotels in Rwanda. Advice the following as suggested areas of further study: The study could be extended to investigate the factors behind the success of non-classified hotels and whether CCM practices could be incorporated in their processes and the impact it would have in customers' retention. A more in-depth study by use of interviews after using questionnaires to be able to get a deeper understanding of the variations in responses or perceptions of the respondents on the CCM practices and customers' retention.

Marques *et al.,* (2016) in the study of the use of customer-centric philosophy in hotels to improve customer loyalty suggest for further studies: future research lines should consider the geographic extension of the sample and also analysis the customer-centric strategy from the perspective of the hotel's services and its impact on customers' retention. The study seeks to evaluate the impact of CCM on the customers' retention in the Egyptian hotels.

The study aims to clarify the effect of CCM on sustainable customers' retention in the Egyptian hotels. In order to achieve the research aim, this current study specifically seeks to achieve the following research objectives: To determine the effect of CCM Practices "Customer-

orientation- Service processes- Internet based communication tools- Employees' knowledge on the strategies- Loyalty program" on the sustainable customers' retention. To Rank the guests' vision regarding the impact of CCM on the customers' satisfaction and retention in the Egyptian hotels cope application model**.**

CUSTOMER-CENTRIC MARKETING "CCM"

CCM can be defined as "*the discipline of capturing and deploying guest insights to enhance marketing effectiveness and better serve those guests that are brand's best prospects"* (Kumar, 2015). CCM focuses, at the same time, on attaining profitable relationships with the firm's most lucrative customers to maximize lifetime values of current and potential customers Mathies *et al*., 2014). Consumer-Centric Marketing Definition "*is a marketing tactic where businesses focus their marketing strategy around the customer experience*" (McMillan, 2012). CCM is *"a strategy that places the individual customer at the center of marketing design and delivery*". It starts from the realization that there is no "average" customer (Kotler *et al.,* 2008; Chavez *et al.,* 2016).

CUSTOMER-CENTRIC MARKETING "CCM" PRACTICES

CCM Practices are "(1) Customer-orientation,)2) Service processes, (3) Internet Based communication Tools, (4) Employees knowledge on the strategies, and (5) Loyalty" (Muriithi, 2015; Gong, 2018 "; Lusch and Vargo 2019). Rihova et al., (2018) Identify specific types of value (*social, emotional, functional, epistemic and conditional*) in order to find out what customers' needs are and to determine how a specific product or service offering fulfils these needs. Consumer value typologies are "efficiency, excellence, status, esteem, play, aesthetics, ethics, and spirituality"
Customer-centric applications on hotels have the following characteristics: Understand and segment the customer base upon to data ; Identify the best guest ; Focus on products and services for the best guests; Use Customer Lifetime Value to segment guests; Have a guarantee to guest success; Involve with guests from the beginning; Validate guest commitment from the top-down; Stand-in a customer-centric culture; Identify the guest across all channels; Design practises and policies from the guest's point of view; Extent what matters to guests; Inspire guest innovation (Gummesson, 2008; Marques *et al.,* 2016).

CUSTOMER-ORIENTATION

 Understanding Customer-orientation is the key for today's growing service transformation and service economy with smart services (Hirt *et al.,* 2019).

There is a need for hotels to move from the level of studying guest segments to shaping separate offers, services and messages to individual guests. Hence such firms may need to collect information on each guest's past experiment, demographics, psychographics, and media and distribution preferences (Kotler, 2014).   Understanding Customer-orientation is the key for today's exponentially growing service transformation and service economy with smart services (Beverungen *et al.,* 2019; Hirt et al. 2019).

SERVICE PROCESSES

To improve service processes all the hotel categories need to ensure customer information is available at all service points. The hotels need to integrate their marketing, sales and customer relations activities to improve service to the customers.

It's recognizing that all individuals and all business processes should be focused on the guest. It demands changes in service processes and underlying change in hotel culture (Muriithi, 2015). Process and strategy formulation strategy and the formulation of strategy play an important part in the businesses' management process. The strategy gives the direction that a firm has in mind and in which way they want to achieve their goals (Vargo, 2011).

INTERNET BASED COMMUNICATION TOOLS

The advances in Information and Communication Technologies introduced innovative tools that dramatically changed the marketing orientation (Harmeling *et al.,* 2017). These innovations motivated industry to shift from a product orientation to a consumer orientation based on consumers' needs and reaching a large number of guests directly, as well as for linking actors across market boundaries, through usable tools for improving relationships between firms and consumers, attracting new guests and maintaining the existing ones, providing information on market trends (Vargo *et al.,* 2015).

Information Communication Technologies "ICT" is also allowing for positive and negative word-of-mouth (WOM) communication at an unprecedented scale across geographical borders (Haumann *et al.,* 2015; Viswanathan *et al*., 2016).

The hotels management categories should provide IT platforms to be able to share customer information across customer contact points such as marketing desk, sales desk and customer relations desk among others. This would go a long way to ensure uniform service across hotel departments (Kotler, 2010; Muriithi, 2015).

EMPLOYEES' KNOWLEDGE ON THE STRATEGIES

Employees' knowledge is very important. People are the most important element in the hotel success, they develop the strategy. Technology does not replace employees, but supplements an employee's capacity to offer superior products and service. If employees don't train well and know how to deal with the available data, it is impossible to take full benefit of it (Gihan and Kozmal, 2015; Kumar et al., 2016[b]).

LOYALTY PROGRAMS

Moreover, CCM could be used as an umbrella term that comprises customer relationship management, loyalty programs, and other marketing efforts to build customer loyalty and increase the lifetime value of customers for the firm (Mathies *et al*., 2014; Viswanathan *et al*., 2016). Customer' retention Processes in the hotel Industry through   Customer Loyalty Programs in this changed environment customer' retention through service quality and satisfaction has become vital (Kearns, 2010; Marques *et al.,* 2016). Implementing the use of loyalty programs is one of the main processes for customer' retention strategies in the first process of creating value (Kearns, 2010; Vargo and Lusch, 2016).

CUSTOMERS' RETENTION

The customer' retention is how loyal guest is for the hotel product or service. There is relationship between guest loyalty and satisfaction (Ganiyu *et al.,* 2012; Viswanathan *et al*., 2016). Retention *is the degree to which a customer exercises price tolerance, repeats purchase behaviour, and possesses a positive attitude toward a hospitality establishment* (Al-Hawari *et al*., 2009; Nataraj and Rajendran, 2018).
Retention refers as a commitment to continue to do business or exchange with a particular hotel on an ongoing basis. Retention also can be defined *as the guests' (1) liking, (2) identification, (3) commitment, (4) trust, (5) willingness to recommend, and (6) repurchase intentions,* with from 1-4 being emotional-cognitive retention constructs, and from 5-6 being behavioural intention (Syaqirah and Faizurrahman, 2014). Customer' retention is the propensity of the guest to stay with their hotel (Aspinall *et al*., 2015). Actually, retention should be the minimal expectation for guest

success that they simply return to the hotel after their first year (Syaqirah and Faizurrahman, 2014; Nataraj and Rajendran, 2018; Kan and Nasheel, 2019).

The impact of customer' retention; customer' satisfaction is considered to be the major determinant. Satisfied guests are more positive towards the organisation and therefore more likely to be the loyal guests (Parker *et al.,* 2009; Kearns, 2010).

Hospitality industry care about reward programs which are based on usage levels are commonplace and generally the goals of these programs are to establish higher guest retention of valuable guest segments (Aspinall *et al*., 2015).

THE PROCESS OF DEVELOPING THE MODELS

The process of developing models regarding the effect of CCM on sustainable customers' retention in the Egyptian hotels aims to increase customer' satisfaction and retention three main stages are included:

In the first stage, a critical literature review was undertaken on the Customer-Centric Marketing concept, importance, practices and techniques. As well as, customers' satisfaction and retention concept, importance, factors affecting, dimensions, and management. Moreover, the relations between customer-centric marketing practices, customer' satisfaction and the customers' retention, a conceptual framework for the impact of customer-centric marketing on the customers' retention in the Egyptian hotels.

In the second stage, a survey was done through online, google drive, social media (Facebook, E- Mails), telephone calls, Egyptian Hotel Association guide, the internet (trip advisor) and field visits to the investigated hotels in order to find out the open hotels of total hotels in Egypt during the research period . Furthermore, the survey was done to Magnitude of apply CCM, also collect the employees and managers comments from some hotels as well as the academic advices to use it as guide to prepare the employee questionnaire.

In the third stage, Questionnaire forms were distributed to a sample of the guests in the same investigated destinations/ hotels in order to investigate their point of view regarding impact of CCM on the customers' retention. Moreover, Questionnaire used to identify the degree of CCM practices applied in the Egyptian hotels; By distributed the questionnaire to hotel guests as well as various Internet Web-sites such as "Google drive – Facebook".

RANKING THE GUESTS' VISION REGARDING THE IMPACT OF CCM ON THE CUSTOMERS' SATISFACTION AND RETENTION IN THE EGYPTIAN HOTELS COPE APPLICATION MODEL

The process of developing model regarding the hotels guests rank to the impact of CCM on the customers' retention in the Egyptian hotels application on cope with CCM whose aim is to shed light on the most recurrent effective of CCM from the perspectives of the hotels guests so as to improve the guest'' satisfaction and retention.

The Research Hypotheses
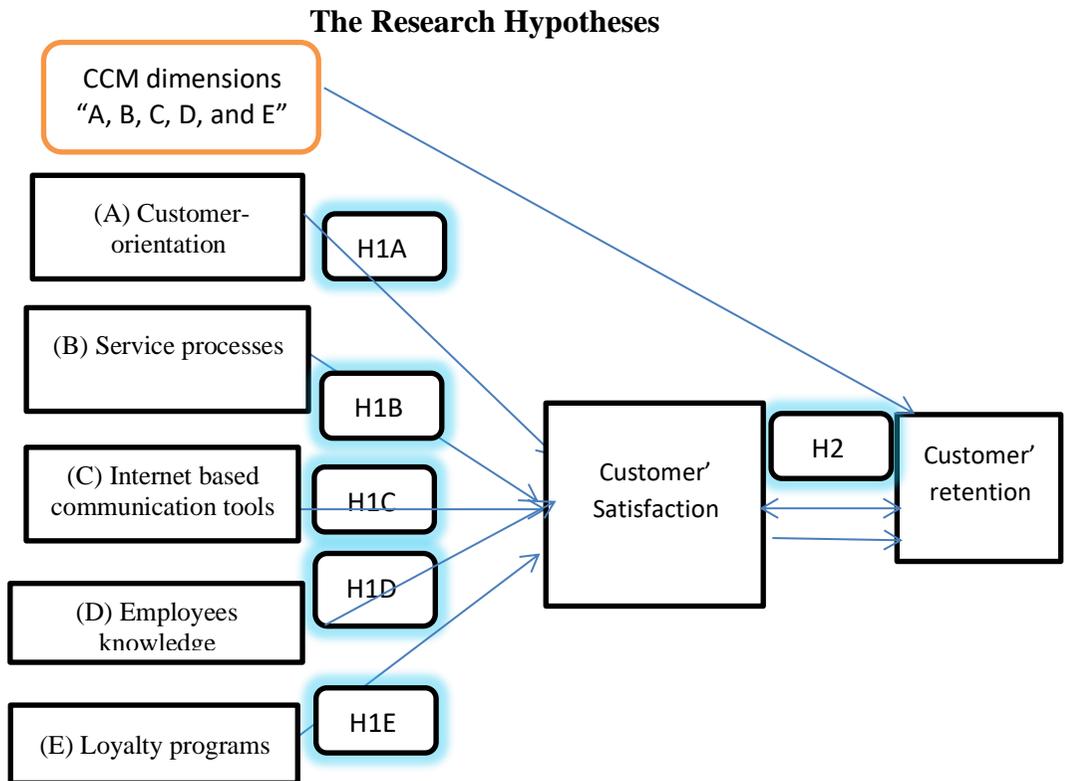
Figure 1: The research hypotheses

H1: There are significant effect of CCM practices "(A) Customer-orientation- (B) Service processes- (C) Internet based communication tools- (D) Employees' knowledge on the strategies- (E) Loyalty programs" on customers' retention of selected hotels.

H 2: There are statistically significant relationships between:

There is statistically significant relationship between the CCM practices and customer' satisfaction.

There is statistically significant relationship between the CCM applications and customer' retention.

There is statistically significant relationship between the levels of customer' satisfaction and retention.

There is statistically significant relationship between the CCM applications and customer' satisfaction effect customer' retention of selected hotels as shown in Figure 1.

METHODOLOGY

The study adopts the quantitative approach in its empirical analysis.

Self- administrated questionnaires are employed as the instrument for collecting data from a sample of the Egyptian hotels that are either directly involved in Egypt. The unit of analysis this study is hotel, and survey is addressed to the guest, Due to the lack of accurate statistical methods for determining the number of all customers in these hotels. It is preferable to use a convenient sample. The measurement construct used are adapted from previous studies (e.g. Al-Hawari et al., 2009 " Service processes , Retention" ; Ganiyu et al., 2012 "Customer Satisfaction"; Muriithi, 2015 "CCM dimensions" ; Chavez et al., 2016 "CCM dimensions"; Marques et al., 2016 "CCM dimensions" ; Harmeling et al., 2017 "Customer Retention" ; Vargo and Lusch 2017 "Service Quality" ; Rihova et al., 2018"CCM dimensions" Hollebeek and Andreassen 2018 " satisfaction and Retention; Carlson et al., 2018b "satisfaction and Retention" ; Gong, 2018 "Customer Retention" ; Nataraj and Rajendran "Retention", 2018; Lusch and Vargo 2019 "Service Quality"; Carlson et al., 2019 " Internet based communication tools" ; Beverungen et al., 2019" Internet based communication tools").

Data collection: Self-administered questionnaires include the guests' expectations about investigate the impact of CCM on the customers' retention in the Egyptian hotels. Moreover, the occupancies rate was low during this period because of Covid 19 so that the data was collected from August to April 2021.

The Sample Population: The study was conducted on a sample of 42 Egyptian hotels. The chosen of the hotels were due to variety of the locations and applying CCM. Moreover, the study uses the trip advisor rank of the best five star hotels in Egypt during the research period as well as find out the hotels in operation (Trip Advisor, 2020); (Hotels.com); and (Home to go, 2020). Furthermore, the data and information found in this research have been analysed and discussed in accordance with the stated objectives.

Survey: The field study accomplished through survey by personal visits, social media networks, and emails. A survey was carried out on (42 Egyptian five star hotels in `Cairo, Luxor, Hurghada, and Sharm El Sheikh

to evaluate the impact of CCM on the customers' retention in the Egyptian hotels.

Questionnaires provide an efficient way of collecting a large amount of data from a sizable population of CCM practices in the Egyptian hotels and their contribution to hotels performance and sustainable customers' retention. Questionnaire design is based on Muriithi, (2015); Kumar and Kumar, (2017); Kan and Nasheel, (2019); Ayyagari, (2019). The questionnaire consists of three parts: Part 1: respondents' demographic information such as gender, age, primary purpose of visit, education level, monthly income, monthly income, residence, past experience, type of guest; Part 2: 7 dimensions regarding customers' perception of customer-orientation, service processes, employees' knowledge on the CCM strategies, internet-based communication tools, loyalty programs, satisfaction, and retention. Likart scale seven degrees has been used, (1) completely disagree; (2) moderately disagree; (3) slightly disagree; (4) neither agree nor disagree; (5) slightly agree; (6) moderately agree; and (7) completely agree. Part 3: Are two questions the first is regarding if the CCM practices by the hotel play a major role in influencing the guest choice for this hotel. The second question is about does the hotel apply any loyalty programs and which loyalty programs that the guest prefer.

Due to many difficulties and obstacles, including this time and cost factor in addition to the outbreak of the Corona epidemic and the suspension of tourism for a period of three months starting from March 15, 2020 until the regularity of tourism and travel movement and the opening of global markets again on June 15, 2020. Moreover, the occupancies rate was low during this period because of corona so that the Pilot study was conducted in this study during June and July 2020. The aim of the pilot study was to find out the hotels on operations and get the safety certificate and apply the CCM to evaluate the Impact of CCM on the customers' retention in the Egyptian hotels. Moreover, to ensure that the survey was well designed and easily understood by potential respondents, to examine the reliability and validity of the research tools as well as to develop and refine measure of the questions. Questionnaire was reviewed by some academic scholars, clarity and to ease the understanding. Some alterations were suggested and then were implemented.

Questionnaire was then pre-tested in order to investigate the respondent's understanding of scale items and to identify also any issues that was complex or confusing in order to develop appropriate scale items to ensure the validity and reliability of the research. For this purpose, a questionnaire was distributed to a sample of guests. A number of 40 forms were distributed to respondents who were asked to complete them. Only, 32 completed forms were valid which represents 80% of response rate.

The study was conducted from August 2020 to April 2021. 1500 questionnaire forms were received only 1240 completed forms were valid (82.66% validate rate). The target population use a convenient sample for this study was the guests in the investigated hotels sample.

The data collected from hotels were used declares a descriptive analysis of guests' questionnaire by using Statistical Package of Social Sciences (SPSS) version 20.0 for windows was used to analyze and compute the collected data, except the open question. Frequencies and percentage distributions were used to shed the light on the role of impact of CCM on the customers' retention in the Egyptian hotels.

STUDY INSTRUMENT RELIABILITY

The Cronbach's Alpha reliability was computed, and the tests showed that the reliability coefficients for all the instruments were above 0.99, which indicates that the instrument was reliable for being used and considered "Positively strongly acceptable" in most social science situations. Cronbach alpha for all survey instruments was shown in table: 2.

Table 1: Reliability Statistics No of questionnaires (1240)

Scale for	Cronbach's Alpha	No. of Items	The relation level
All the scale items	.994	46	Positively strongly acceptable
First: Customer-orientation	.848	3	Positively strongly acceptable
Second: Service processes	.920	4	Positively strongly acceptable
Third: Employees' knowledge on the CCM strategies	.926	4	Positively strongly acceptable
Fourth: Internet based communication tools	.953	4	Positively strongly acceptable
Fifth: Loyalty programs	.936	4	Positively strongly acceptable
Sixth: Satisfaction	.985	16	Positively strongly acceptable
Seventh: Retention	.980	9	Positively strongly acceptable
Section 3	.553	2	Positively acceptable

FINDING

SECTION ONE

RESPONDENT'S GUEST DEMOGRAPHICS

The distribution of the respondents according to demographic data (n = 1240) indicated that regarding the gender most of the respondents were Female by the percentage of 66.1%; about the age most of the respondents were from 43–60 years by the percentage of 41.0%. Concerning the Primary purpose of visit, most of the respondents were leisure by the percentage of 91.3%. Regarding Education level most of the respondents were below bachelor's degree by the percentage of 58.7 %. In accordance with Monthly income US$, most of the respondents were 10, 001–20, 000 by the percentage of 34.0 %. Hurghada has a percentage of 39.7% of all respondents' residence. Regarding the past experience, most of the respondents were Occasional guest by the percentage of 51.5%. Concerning the Type of guest, most of the respondents were Foreign Guest by the percentage of 66.7% but still has Egyptian "Local guest" by percentage of 33.3%.

SECTION TWO

EVALUATING THE GUESTS' VISION REGARDING THE IMPACT OF CCM ON THE CUSTOMERS' RETENTION IN THE EGYPTIAN HOTELS TABLE 1 SHOWED THAT:

Rendering the first dimension: customer-orientation the results showed that:
In accordance to the first acceptance average level where the hotel employees are always responsive to guest complaints. With (87.89%) average, mean (6.15) and STD (0.61). results show that the importance of applying the CCM practices to handle guest complaints. Concerning the second level agrees average was (78.49 %) regarding agree with that the hotel always puts guest concerns first, with the main objective being to satisfy guests. with mean (5.49) and Std (0.80). this indicates the importance of the   guests' satisfaction. Regarding the hotel always makes effort to understand the individual guest needs and preferences. Achieved the third level by average acceptance (75.69 %) with a mean (5.30) and STD (0.65). this shows the role of CCM practices in understand the individual guest needs and preferences to enhance guests' satisfaction. + These results agreed with (Kotler, 2014; Alt *et al.,* 2019; Hirt *et al.*, 2019).

Table 2: Evaluating the guests' vision regarding the impact of CCM on the customers' retention in the Egyptian hotels "First: Customer' orientation "

A		First: Customer' orientation				
No.	Code	Factor	Mean	Std. Deviation	Weighted Average %	Rank
1.	First a1	The hotel always makes effort to understand the individual guest needs and preferences.	5.30	0.65	75.69	3
2.	a2	The hotel always puts guest concerns first, with the main objective being to satisfy guests.	5.49	0.80	78.49	2
3.	a3	The hotel employees are always responsive to guest complaints.	6.15	0.61	87.89	1

According to the second dimension: the Service processes the results as shown in Table 2 showed that:

Most of the samples (84.08%) were frontline employees are fully empowered to resolve guest complaints during their delivery of service to guests, with a mean (3.89) and std. deviation (0.80). Results indicate that, the importance of employees' empowerment to resolve guest complaints, with a mean (4.90) and std. deviation (0.30). Concerning the employees always provide necessary guest information in all service processes. Achieved the second level by average acceptance (79.60 %) with mean (5.57) and STD (0.69). results show that the importance of guest information in all service processes. In the third rank were that the hotel service processes are well coordinated and harmonized, by a percentage of (76.05%) as agree average, with a mean (5.32) and STD (0.73). Results indicate that the importance of the well-coordinated and harmonized of service processes; results showed that CCM improve the service performance as well as increase the customer' satisfaction. Regarding the hotel has well designed guest complaint handling processes. The fourth level was Achieved by average of acceptance (68.76 %) with mean (4.81) and STD (0.83). results show the role of CCM practices in well-designed guest complaint handling processes. These results agreed with (Baum *et al*., 2001; Muriithi, 2015).

Table 3: Evaluating the guests' vision regarding the impact of CCM on the customers' retention in the Egyptian hotels "Second: Service processes"

B		**Second: Service processes**				
No.	**Code**	**Factor**	**Mean**	**Std. Deviation**	**Weighted Average %**	**Rank**
1.	second b1	The hotel has well designed guest complaint handling processes.	4.81	0.83	68.76	4
2.	b2	Frontline employees are fully empowered to resolve guest complaints during their delivery of service to guests.	3.89	0.80	84.08	1
3.	b3	The employees always provide necessary guest information in all service processes.	5.57	0.69	79.60	2
4.	b4	The hotel service processes are well coordinated and harmonized.	5.32	0.73	76.05	3

According to the third dimension: Employees' knowledge on the CCM strategies as shown in Table 3 the results showed that in accordance to the 1st acceptance average level was that the hotel employees are willing to help guests in a responsive manner, with (86.51%) average, mean (6.06) and Std (0.61); this indicated that the importance of help guests in a responsive manner. In the 2nd position were that employees work together in providing customer service, by a percentage of (75.89 %) as agree with average, with a mean (5.31) and Std (0.71); this indicated that the importance of team work. Regarding the 3rd priority to the Guests assured of prompt service from the hotel employees, with agree average level (68.71%), mean was (4.81) and STD (0.88); this indicated that the importance of prompt service. Dealing with the 4th acceptance level with (52.56%) as an average for the employees the necessary knowledge to provide quality service to guests. with a mean (3.68) and STD (0.83); this indicates the importance of quality service. These results agreed with (Wong, 2010; Ivanovic *et al.,* 2011).

Table 4: Evaluating the guests' vision regarding the impact of CCM on the customers' retention in the Egyptian hotels "Third: Employees' knowledge on the CCM strategies".

No.	Code	Third: Employees' knowledge on the CCM strategies / Factor	Mean	Std. Deviation	Weighted Average %	Rank
1.	Third c1	The hotel employees are willing to help guests in a responsive manner.	6.06	0.61	86.51	1
2.	c2	The employees the necessary knowledge to provide quality service to guests.	3.68	0.83	52.56	4
3.	c3	Guests assured of prompt service from the hotel employees.	4.81	0.88	68.71	3
4.	c4	Employees work together in providing customer service.	5.31	0.71	75.89	2

According to the fourth dimension: the Internet based communication tools as shown in Table 4 the results showed that: regarding to the 1st acceptance average level was that the hotel has software's to enable storing and sharing guest information, with (82.35 %) average, mean (3.77) and Std (0.78); this indicated that the importance of software's to enable storing and sharing guest information. Concerning the second level agrees average was (74.94 %) regarding agree with that the hotel has IT applications for automated service processes for satisfactory and fasten responses to guests. with mean (5.25) and Std (0.63). this indicates the importance of the role of IT applications for automated service processes. Regarding the hotel has well-designed web-based applications to market and service guests (CCM apps). Achieved the third level by average acceptance (58.74%) with a mean (4.11) and Std (0.79). this shows the hotel need to have a well-designed web-based applications to market and service guests (CCM apps). about the 4th acceptance level with (56.97 %) as an average for the hotel has the right software to help integrate sales, marketing and guest relationship. with a mean (3.99) and Std (0.80); this indicates the importance of quality service. These results agreed with (Kotler and Amstrong, 2014; Haumann *et al.,* 2015; Viswanathan *et al*., 2016).

Table 5: Evaluating the guests' vision regarding the impact of CCM on the customers' retention in the Egyptian hotels "Fourth: Internet based communication tools"

D		Fourth: Internet based communication tools				
No.	Code	Factor	Mean	Std. Deviation	Weighted Average %	Rank
1.	fourth d1	The hotel has software's to enable storing and sharing guest information	3.77	0.78	82.35	1
2.	d2	The hotel has the right software to help integrate sales, marketing and guest relationship	3.99	0.80	56.97	4
3.	d3	The hotel has a well-designed web-based applications to market and service guests (CCM apps)	4.11	0.79	58.74	3
4.	d4	The hotel has IT applications for automated service processes for satisfactory and fasten responses to guests	5.25	0.63	74.94	2

According to the fifth dimension: the loyalty programs as shown in Table 5 the results showed that:

In accordance to the first acceptance average level was the guest made a good choice when decided to participate in this hotel loyalty program. With (87.15%) average, mean (6.10) and STD (0.81). results show that the importance of the hotel loyalty program to increase employees' satisfaction. Concerning the second level agrees average was (73.09 %) regarding agree with that Overall, the guest is satisfied with this hotel loyalty program. with mean (5.12) and STD (0.69). this indicates the importance of increases hotel loyalty program satisfaction. Regarding the guest overall evaluation of this hotel loyalty program is good. Were Achieved the third level by average acceptance (55.26 %) with a mean (3.87) and STD (0.75). these shows the hotels need more care regarding improve the level of loyalty programs.

Regarding the advantages the guests receive, being a member of this hotel loyalty program, meet his expectations. The fourth level was Achieved by average of acceptance (51.04%) with mean (3.57) and STD (0.71). results show the hotel loyalty programs should meet the expectations. These

results agreed with (Liu and Yang, 2009; Kearns, 2010; Anna *et al.*, 2014 Mathies *et al.,* 2014; Marques *et al*., 2016).

Table 6: Evaluating the guests' vision regarding the impact of CCM on the customers' retention in the Egyptian hotels "Fifth : Loyalty programs"

E		**Fifth: Loyalty programs**				
No.	**Code**	**Factor**	**Mean**	**Std. Deviation**	**Weighted Average %**	**Rank**
1.	Fifth e1	I made a good choice when I decided to participate in this hotel loyalty program.	6.10	0.81	87.1	1
2.	e2	My overall evaluation of this hotel loyalty program is good.	3.87	0.75	55.2	3
3.	e3	The advantages I receive, being a member of this hotel loyalty program, meet my expectations.	3.57	0.71	51.0	4
4.	e4	Overall, I am satisfied with this hotel loyalty program.	5.12	0.69	73.0	2

According to the sixth dimension: the Satisfaction as shown in Table 6 the results showed that in accordance to the 1st acceptance average level was that the guest is satisfy with this hotel service processes, with (88.61%) average, mean (6.20) and Std (0.63); this indicated that hotel service processes is major factor for customer' satisfaction. In the 2nd position was that the guest is satisfied with this hotel customer' orientation, by a percentage of (87.34%) as agree with average, with a mean (6.11) and STD (0.65); this indicated that the importance of customer' orientation. Regarding the 3rd priority to the guest is satisfy with this hotel CCM practices, with agree average level (81.26 %), mean was (5.69) and Std (0.46); this indicates that the importance of CCM practices for customer' satisfaction.   Dealing with the 4th importance with (78.63%) as an acceptance average for the hotel pays attention to guest needs, with a mean (5.50) and STD (0.61); this indicates that the hotel should pay attention to guest needs.   Concerning the 5th agree level were the guest choice of visiting the hotel was a wise one, by average (77.63%), with STD (0.66) and mean (5.43).

These results agreed with (Parker *et al*., 2009; Wong, 2010; Ganiyu *et al.,* 2012; Marques *et al.,* 2016; Anke, 2019).

On the other side, in the last ranking position (the sixteenth) was the hotel concerns with guest opinions, by percentage (52.60), with a mean (3.68) and Std (0.78); results indicate that Egyptian hotels need more care regarding concerns with guest opinions. In accordance, the guest think he did the right when he booked the hotel, by percentage (58.77), with a mean (4.11) and Std (0.84); results indicate that Egyptian hotels need more care regarding customer' satisfaction and evaluation. Regarding the 14th position is the hotel cares about guest life. By a percentage of (60.65%) as agree average, with a mean (4.25) and STD (0.79); this indicates that the hotels need more care regarding guest life. Concerning the 13th level agrees average was (74.39 %) regarding the guest is satisfying with this hotel internet-based communication tools, with mean (5.21) and STD (0.68).

Table 7: Evaluating the guests' vision regarding the impact of CCM on the customers' retention in the Egyptian hotels "Sixth: Satisfaction"

S No.	Code	Sixth: Satisfaction Factor	Mean	Std. Deviation	Weighted Average %	Rank
1.	sithxths1	I am satisfied with this hotel customer' orientation.	6.11	0.65	87.34	2
2.	s2	I am satisfying with this hotel service processes.	6.20	0.63	88.61	1
3.	s3	I am satisfying with this hotel internet-based communication tools.	5.21	0.68	74.39	13
4.	s4	I am satisfying with this hotel employee's knowledge the strategies.	5.27	0.66	75.25	11
5.	s5	I am satisfying with this hotel loyalty programs.	5.40	0.67	77.19	6
6.	s6	I am satisfying with this hotel customer-centric marketing practices	5.69	0.46	81.26	3
7.	s7	The hotel pays attention to my needs.	5.50	0.61	78.63	4
8.	s8	The hotel cares about my life.	4.25	0.79	60.65	14
9.	s9	The hotel concerns with my opinions.	3.68	0.78	52.60	16

10.	s10	The hotel gives me individual attention after I become a member.	5.37	0.61	76.69	8
11.	s11	The hospitality services meet and exceed my expectations.	5.30	0.74	75.76	9
12.	s12	I am satisfied with this hotel.	5.37	0.70	76.76	7
13.	s13	My satisfaction is deeply rooted in this hotel.	5.27	0.73	75.31	10
14.	s14	My Choice of visiting the hotel was a wise one.	5.43	0.66	77.63	5
15.	s15	I think I did the right when I booked the hotel	4.11	0.84	58.77	15
16.	s16	The hotel is exactly what I needed for a vacation	5.26	0.72	75.16	12

According to the Seventh dimension: Retention as shown in Table 7 the results showed that in accordance to the 1st acceptance average level was that the guest always says a positive thing on the hotel for other guests (the guest will share my experience with others), with (81.26 %) average, mean (5.69) and Std (0.46); this indicated the importance of word of mouth. In the 2nd position was that the guest willing to has a close long-term relationship with the hotel., by a percentage of (74.32%) as agree with average, with a mean (5.20) and Std (0.77); this indicate the customer' retention is a vital aim. Regarding the 3rd priority to the guest would love to come back to this hotel, with agree average level (73.50%), mean was (5.08) and STD (0.02); this indicates that the guest would come back. Dealing with the 4th importance with (72.53%) as an acceptance average for guest consider the hotel as always his first choice in this location, with a mean (5.08) and Std (0.72); this indicates customer' retention. Concerning the 5th agree level were guest do not consider shifting to another hotel in the near future (guest will not go to any other hotel but this one), by average (61.20%), with STD (0.76) and mean (4.28). Regarding the 6th agree position where the guest is likely to follow the hotel updates. I will revisit the hotel, by a percentage of (60.23%) with a mean (4.22) and STD (0.82); this indicates that the hotel updates need more care. In the 7th position, guests show that the guest willing to recommend the hotel to friends and relatives (I will tell all my friends and relatives to come to this hotel), by a percentage of (58.47%) as agree average, with a mean (4.09) and STD (0.85); this indicates that recommendation. The service of this hotel has a great deal of personal meaning for guest, were in the 8th efficiency average by the percentage of (56.97%), with a mean (3.99) and Std (0.88); this indicates that hotel should give the guest a great deal of personal meaning for guest. These results agreed with (Al-Hawari *et al.*, 2009; Ganiyu *et al.,* 2012; Anna *et al.*, 2014; Syaqirah and Faizurrahman,

2014; Nataraj and Rajendran, 2018; Ayyagari, 2019; Kan and   Nasheel, 2019).

Table 8: Evaluating the guests' vision regarding the impact of CCM on the customers' retention in the Egyptian hotels   "Seventh: Retention"

R No.	Code	Seventh: Retention Factor	Mean	Std. Deviation	Weighted Average %	Rank
1.	r1	I consider the hotel as always, my first choice in this location.	5.08	0.72	72.53	4
2.	r2	The service of this hotel has a great deal of personal meaning for me.	3.99	0.88	56.97	8
3.	r3	I do not consider shifting to another hotel in the near future.	4.28	0.76	61.20	5
4.	r4	I would love to come back to this hotel.	5.15	0.66	73.50	3
5.	r5	Am willing to have a close long-term relationship with the hotel.	5.20	0.77	74.32	2
6.	r6	I always say a positive thing on this hotel for other guests (I will share my experience with others).	5.69	0.46	81.26	1
7.	r7	Am willing to recommend the hotel to friends and relatives.	4.09	0.85	58.47	7
8.	r8	I am likely to follow the hotel updates. I will revisit the hotel	4.22	0.82	60.23	6

SECTION THREE

Table 9: Section three questions analysis

No.	Question	Yes		No		Mean	Std. Deviation	Ranking
		Freq	%	Freq	%			
Q 1	In your own view, do you think CCM practices by the hotel plays a major role in influencing your choice for this hotel?	1120	90	120	10	1.09	.29	2
Q 2	Does the hotel apply any loyalty programs?	760	61	480	39	1.38	.48	1

Regarding the first question in your own view, do you think CCM practices by the hotel plays a major role in influencing your choice for this hotel? The majority of the respondents (90 %) choose yes. Most of them explain their response that the CCM practices are very important and attractive element to select the hotel. While in the other hand the few respondents that they no they explain there are many factors working together to attract the guest such as price, promotion, product, service quality, the facilities and the atmosphere. These results agreed with (Muriithi, 2015; Marques *et al*., 2016; Rihova et *al.,* 2018; Ayyagari, 2019).

Concerning the second question does the hotel apply any loyalty programs? Most of the respondents (61 %) choose yes. Most of them explain their response that the hotel applies attractive loyalty programs. While in the other hand some respondents (39 %) stated that the hotel doesn't apply any attractive loyalty programs. Moreover, regarding the loyalty programs that the guests prefer: the all-inclusive programs or the Subscription Program (Bean Box) were the most preferences 'programs: To increase guest loyalty, Subscription program offers different types of series such as accommodation, food and beverages, and entertainments as subscriptions, and guests don't have to worry about running out of series. Most of the guests prefer "The Points Program": The points system focuses on the principle that the more the guests spend (nights, services), the more points they get in return. Furthermore, some of them prefer "The tier system" which focuses on levels of loyalty. The more loyal guests are to the hotel (repeated guest) the greater rewards they'll receive. They think tiers in a loyalty program are a great way to engage guests and keep the hotel brand top of mind. And some of them prefer structure a loyalty

program around mutual values; guests are more likely to become brand loyalists; getting VIP benefits and earning rewards. These results agreed with (Kearns, 2010; Anna *et al.,* 2014; Marques *et al.,* 2016). As shown in table (8).

HYPOTHESES OF THE STUDY

Regarding, H1: There is a significant impact of CCM practices (First: Customer-orientation-Second: Service processes- Third: Employees' knowledge on the CCM strategies-Fourth: Internet based communication tools-Fifth : Loyalty programs) in the development on the (Sixth: Satisfaction- Seventh: Retention) , One-Sample Test (T – test) used to compare means to show the values differences regarding the extent of the impact of applying CCM practices in the development on the main variables of the study (Satisfaction and Retention).

Moreover, to apply one-sample T-test, the value (a1 and a10) was suggested because they were a suitable value that referred to the highest levels were sixth total: Customer' satisfaction, With Mean 5.21 and Std. Deviation 0. 62; T value -101.15-;   Mean Difference -1.78-; and Sig. (2-tailed) were 0.000. And regarding seventh: retention with Mean 4.76; Std. Deviation .69; T value -112.70- ;   Mean Difference -2.23-; and Sig. (2-tailed) were 0.000. The results showed that the p-value were definitely less than .05 (0.00). So, the null hypothesis was rejected and the first hypotheses of the research were valid. In the other word, there are differences with a statistical significance between CCM on the customers' satisfaction at the Egyptian hotels. These results assured the H1**:** There is a significant impact of CCM on the customers' satisfaction and retention in the Egyptian hotels. As shown in table (9).

Table 10: One-Sample Test (T – test) used to compare means

One-Sample Statistics				One-Sample Test					
				Test Value = 5					
Code	Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
								Lower	Upper
First a1	5.298	.65007	.01846	-92.174-	1239	.000	-1.70161-	-1.7378-	-1.6654-
a2	5.494	.79849	.02268	-66.400-	1239	.000	-1.50565-	-1.5501-	-1.4612-

a3	6.152	.60546	.01719	-49.296-	1239	.000	-.84758-	-.8813-	-.8138-
Second b1	4.812	.83439	.02369	-92.302-	1239	.000	-2.18710-	-2.2336-	-2.1406-
b2	3.885	.80241	.02279	-136.681-	1239	.000	-3.11452-	-3.1592-	-3.0698-
b3	5.571	.69101	.01962	-72.782-	1239	.000	-1.42823-	-1.4667-	-1.3897-
b4	5.323	.72726	.02065	-81.181-	1239	.000	-1.67661-	-1.7171-	-1.6361-
Third c1	6.055	.60610	.01721	-54.866-	1239	.000	-.94435-	-.9781-	-.9106-
c2	3.679	.82645	.02347	-141.501-	1239	.000	-3.32097-	-3.3670-	-3.2749-
c3	4.809	.88073	.02501	-87.574-	1239	.000	-2.19032-	-2.2394-	-2.1413-
c4	5.312	.71093	.02019	-83.605-	1239	.000	-1.68790-	-1.7275-	-1.6483-
Fourth d1	3.764	.77867	.02211	-146.318-	1239	.000	-3.23548-	-3.2789-	-3.1921-
d2	3.987	.79588	.02260	-133.270-	1239	.000	-3.01210-	-3.0564-	-2.9678-
d3	4.112	.78906	.02241	-128.880-	1239	.000	-2.88790-	-2.9319-	-2.8439-
d4	5.246	.63142	.01793	-97.820-	1239	.000	-1.75403-	-1.7892-	-1.7189-
Fifth e1	6.100	.81074	.02302	-39.055-	1239	.000	-.89919-	-.9444-	-.8540-
e2	3.868	.74819	.02125	-147.383-	1239	.000	-3.13145-	-3.1731-	-3.0898-
e3	3.572	.70480	.02002	-171.242-	1239	.000	-3.42742-	-3.4667-	-3.3882-
e4	5.116	.68612	.01948	-96.685-	1239	.000	-1.88387-	-1.9221-	-1.8456-
Sixth s1	6.113	.64469	.01831	-48.410-	1239	.000	-.88629-	-.9222-	-.8504-
s2	6.202	.63156	.01794	-44.471-	1239	.000	-.79758-	-.8328-	-.7624-
s3	5.207	.67453	.01916	-93.589-	1239	.000	-1.79274-	-1.8303-	-1.7552-
s4	5.267	.65472	.01859	-93.168-	1239	.000	-1.73226-	-1.7687-	-1.6958-

s5	5.403	.67372	.01913	-83.459-	1239	.000	-1.59677-	-1.6343-	-1.5592-
s6	5.687	.46354	.01316	-99.677-	1239	.000	-1.31210-	-1.3379-	-1.2863-
s7	5.504	.60532	.01719	-87.026-	1239	.000	-1.49597-	-1.5297-	-1.4622-
s8	4.245	.79418	.02255	122.148-	1239	.000	-2.75484-	-2.7991-	-2.7106-
s9	3.682	.77741	.02208	150.281-	1239	.000	-3.31774-	-3.3611-	-3.2744-
s10	5.368	.60704	.01724	-94.638-	1239	.000	-1.63145-	-1.6653-	-1.5976-
s11	5.303	.73536	.02088	-81.253-	1239	.000	-1.69677-	-1.7377-	-1.6558-
s12	5.373	.69712	.01980	-82.165-	1239	.000	-1.62661-	-1.6655-	-1.5878-
s13	5.271	.72620	.02062	-83.802-	1239	.000	-1.72823-	-1.7687-	-1.6878-
s14	5.433	.66297	.01883	-83.185-	1239	.000	-1.56613-	-1.6031-	-1.5292-
s15	4.113	.83939	.02384	121.084-	1239	.000	-2.88629-	-2.9331-	-2.8395-
s16	5.261	.72282	.02053	-84.705-	1239	.000	-1.73871-	-1.7790-	-1.6984-
r1	5.077	.71903	.02042	-94.156-	1239	.000	-1.92258-	-1.9626-	-1.8825-
r2	3.987	.88336	.02509	120.072-	1239	.000	-3.01210-	-3.0613-	-2.9629-
r3	4.283	.75597	.02147	126.519-	1239	.000	-2.71613-	-2.7582-	-2.6740-
r4	5.145	.65888	.01871	-99.132-	1239	.000	-1.85484-	-1.8915-	-1.8181-
r5	5.202	.76663	.02177	-82.568-	1239	.000	-1.79758-	-1.8403-	-1.7549-
r6	5.687	.46354	.01316	-99.677-	1239	.000	-1.31210-	-1.3379-	-1.2863-
r7	4.092	.85434	.02426	119.830-	1239	.000	-2.90726-	-2.9549-	-2.8597-
r8	4.216	.82048	.02330	119.479-	1239	.000	-2.78387-	-2.8296-	-2.7382-

r9	5.232	.75224	.02136	-82.751-	1239	.000	-1.76774-	-1.8097-	-1.7258-
First total	5.648	.60402	.01715	-78.798-	1239	.000	-1.35161-	-1.3853-	-1.3180-
Second total	4.898	.68747	.01952	-107.649-	1239	.000	-2.10161-	-2.1399-	-2.0633-
Third Total	4.964	.69081	.01962	-103.778-	1239	.000	-2.03589-	-2.0744-	-1.9974-
Fourth Total	4.277	.70424	.02000	-136.125-	1239	.000	-2.72238-	-2.7616-	-2.6831-
Fifth Total	4.664	.67726	.01923	-121.431-	1239	.000	-2.33548-	-2.3732-	-2.2978-
Sixth Total	5.215	.62138	.01765	-101.158-	1239	.000	-1.78503-	-1.8196-	-1.7504-
seventh	4.769	.69688	.01979	-112.706-	1239	.000	-2.23047-	-2.2693-	-2.1916-
CCM Total	4.890	.65608	.01863	-113.217-	1239	.000	-2.10940-	-2.1459-	-2.0728-

Nonparametric tests regarding independent samples

H1: There is a significant impact difference of applying CCM practices (First: Customer-orientation-Second: Service processes- Third: Employees' knowledge on the CCM strategies-Fourth: Internet based communication tools-Fifth: Loyalty programs) in the development on the (Customer' satisfaction and retention). Results showed that T-test value was significant at (0.00) in each dimension this means that is revealed a statistically significant difference between the dimensions.

On other words regarding the role of CCM practices on comparing the (Customer' satisfaction and retention) Paired Samples Test assuring H1 through that:

H1A: Applying the CCM in the Egyptian hotels positively influences the customers' satisfaction, the Paired Samples Test were with t value (79.279), and Sig. (2-tailed) (0 .000). Moreover, Paired Samples Correlations was with Correlation (0.976), and Sig. (0.000).

H1B: Applying the CCM in the Egyptian hotels positively influences the customers' retention, the Paired Samples Test were with t value (-29.258-), and Sig. (2-tailed) (0 .000). Moreover, Paired Samples Correlations was with Correlation (0.979), and Sig. (0.000).

H1C: Assuring customers' satisfaction in the Egyptian hotels positively influences the customers' retention, the Paired Samples Test were with t value (-29.258-), and Sig. (2-tailed) (0 .000). Moreover, Paired Samples Correlations was with Correlation (0.979), and Sig. (0.000). As shown in tables 10.

Table 11: Paired Samples T-Test and Correlations of the variables compared to each other (N: 1240).

	Code	Paired Samples Test							Paired Samples Correlations	
		Paired Differences					t	Sig. (2-tailed)	Correlation	Sig.
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference					
					Lower	Upper				
Pair 1	Sixth total – CCM total	.32436	.14407	.00409	.31634	.33239	79.279	.000	.976	.000
Pair 2	Sixth total – seventh	.44544	.15355	.00436	.43688	.45399	102.153	.000	.979	.000
Pair 3	Sixth total – first total	-.43342-	.18044	.00512	-.44347-	-.42336-	-84.583-	.000	.957	.000
Pair 4	Sixth total – second total	.31658	.22218	.00631	.30420	.32896	50.175	.000	.947	.000
Pair 5	Sixth total – third total	.25086	.21805	.00619	.23871	.26301	40.512	.000	.950	.000
Pair 6	Sixth total – fourth total	.93735	.20654	.00587	.92584	.94886	159.810	.000	.959	.000
Pair 7	Sixth total – fifth total	.55045	.22081	.00627	.53815	.56276	87.784	.000	.946	.000
Pair 8	seventh - CCMtotal	-.12107-	.14572	.00414	-.12919-	-.11295-	-29.258-	.000	.979	.000

On other words, Results showed that H 2: There are statistically significant relationships between:

There is statistically significant relationship between the CCM practices and customer' satisfaction, with (r) values (0 .976**), and p (.000);

There is statistically significant relationship between the CCM applications and customer' retention. With (r) values (0.979**), and p (.000);

There is statistically significant relationship between the levels of customer' satisfaction and retention, with (r) values (0.979**), and p (.000).

There is statistically significant relationship between the CCM applications and customer' satisfaction effect customer' retention of selected hotels as shown in tables (11-12) illustrates that:

Table 12: the relationships between the main variables of the study.

Correlations		first total	Second total	third total	fourth total	fifth total	sixth total	seventh	CCM total
first total	Pearson Correlation	1							
	Sig. (2-tailed)								
Second total	Pearson Correlation	.898**	1						
	Sig. (2-tailed)	.000							
third total	Pearson Correlation	.893**	.916**	1					
	Sig. (2-tailed)	.000	.000						
fourth total	Pearson Correlation	.928**	.961**	.961**	1				
	Sig. (2-tailed)	.000	.000	.000					
fifth total	Pearson Correlation	.924**	.946**	.965**	.980**	1			
	Sig. (2-tailed)	.000	.000	.000	.000				
sixth total	Pearson Correlation	.957**	.947**	.950**	.959**	.946**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000			
seventh	Pearson Correlation	.945**	.972**	.929**	.963**	.961**	.979**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		
CCM total	Pearson Correlation	.951**	.970**	.972**	.992**	.989**	.976**	.979**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed). ($p<.01$).
r: Pearson coefficient

Table (13): Hypothesis test summary.

Null Hypothesis	Test	Sig.	Decision
The distributions of first total, second total, third total, fourth total, fifth total, sixth total, seventh, CCM total, are the same.	Related Samples Friedman's Two-way analysis of variance by ranks	0.000	reject the null hypothesis
Asymptotic significances are displayed. The significance level is 0.05.			

Moreover, there is statistically significant effect of the CCM dimensions "Customer' orientation, Service processes, Employees' knowledge on the CCM strategies, Internet based communication tools, Loyalty programs" and Satisfaction on customer' retention.

Table 14: Multiple regression coefficients for influence of the CCM dimensions "Customer' orientation, Service processes, Employees' knowledge on the CCM strategies, Internet based communication tools, Loyalty programs" and Satisfaction on customer' retention.

Model	R	R^2	Beta	T	ANOVA Sig.
(Constant)			-.761-	-24.808-	
Customer' orientation Service processes Employees' knowledge on the CCM Internet based communication tools Loyalty programs Satisfaction	0.993ª	0.987	-0.043- 0.299 -0.346- -0.146- 0.514 0.719	-3.134- 21.24 -20.393- -6.902- 25.088 34.533	0.000

Results showed that (R) value (0. 993) referred that there is a median degree of correlation between Customer' orientation, Service processes, Employees' knowledge on the CCM, Internet based communication tools, Loyalty programs and Satisfaction, as well as the coefficient of determination (R^2) is (0.987), suggesting that 98.7% of the variation of intended guests' retention was explained by independent variables. ANOVA Sig. (0.000) indicated that Customer' orientation, Service processes, Employees' knowledge on the CCM, Internet based communication tools, Loyalty programs, and Satisfaction have a significant influence on guests' purchase intention. This result referred that the first hypothesis of the research that there is statistically significant effect of the CCM dimensions "Customer' orientation, Service processes, Employees' knowledge on the CCM strategies, Internet based communication tools, Loyalty programs" and Satisfaction on customer' retention.

The following equation can be inferred to predict the guests' retention from independent variables (Customer' orientation, Service processes,

Employees' knowledge on the CCM, Internet based communication tools, Loyalty programs, and Satisfaction) as follow:

Equation 1: The influences of Customer' orientation, Service processes, Employees' knowledge on the CCM, Internet based communication tools, Loyalty programs, and Satisfaction on the guest' retention

---

Customer' retention =
Customer' orientation + -0.043-
Service processes + 0.299
Employees' knowledge on the CCM + -0.346-
Internet based communication tools + -0.146-
Loyalty programs + 0.514
Satisfaction + 0.719

Source: researchers design

THE STUDY MODEL

From the results of table (14) and figure 2 it can be suggested the following model:
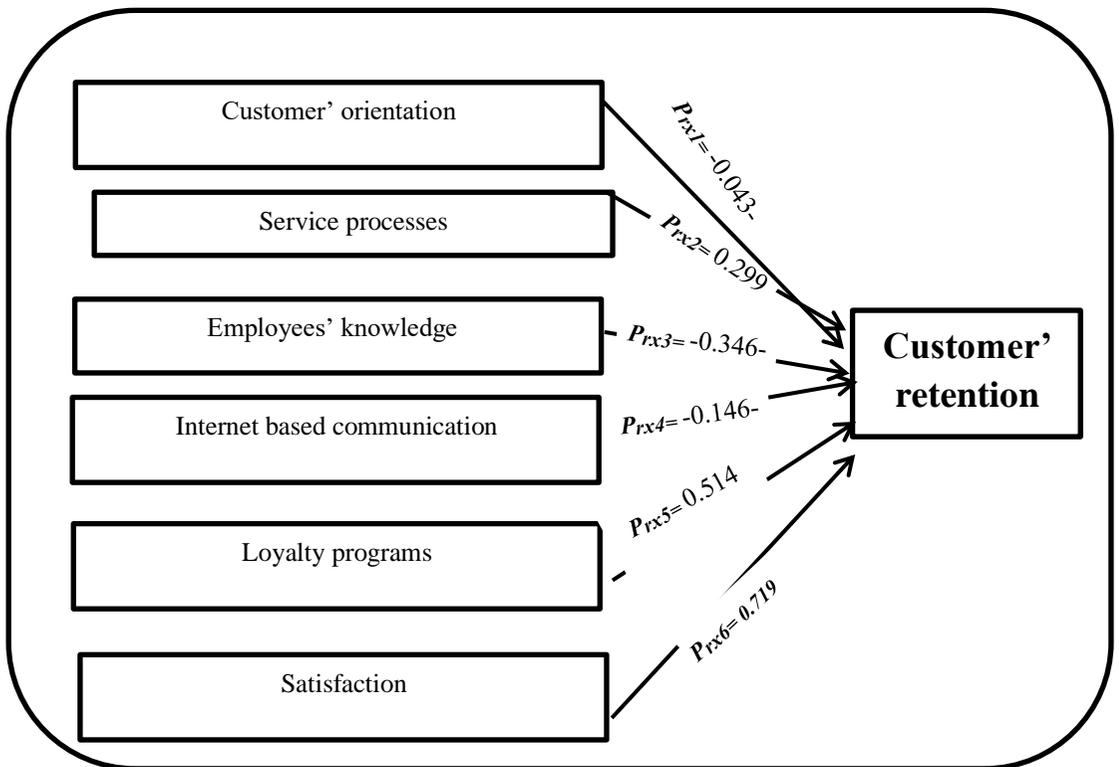
Figure 2: The study suggested model

The aim of this model is to shed more light on the top impacts of CCM on the customers' satisfaction and retention in the Egyptian Hotels.   Contain many dimensions such as: Customer' orientation, Service processes, employees' knowledge on the CCM strategies, Internet based communication tools, Loyalty programs, Satisfaction, and Retention (Table 14).

CONCLUSIONS

Rendering the first dimension: Customer-orientation the results showed that:

The importance of applying the CCM practices to handle guest complaints; results indicate the importance of the guests' satisfaction; the hotel always makes effort to understand the individual guest needs and preferences. This shows the role of CCM practices in understand the individual guest needs and preferences to enhance guests' satisfaction. These results agreed with (Higgins and Scholer, 2009; Kotler, 2014; Alt *et al.,* 2019; Hirt *et al.*, 2019). According to the service processes the results showed that: the importance of employees' empowerment to resolve guest complaints; the importance of guest information in all service processes; the importance of the well-coordinated and harmonized of service processes. These results agreed with (Baum *et al.,* 2001; Muriithi, 2015).
According to the Employees' knowledge on the CCM strategies the results showed that the hotel employees are willing to help guests in a responsive manner, the importance of help guests in a responsive manner.   These results agreed with (Wong, 2010; Ivanovic *et al.,* 2011). According to the Internet based communication tools the results showed that: the importance of software's to enable storing and sharing guest information. The importance of the   role of IT applications for automated service processes. These results agreed with (Kotler and Amstrong, 2014; Haumann *et al.,* 2015; Viswanathan *et al*., 2016). According to the loyalty programs the results showed that: the importance of the hotel loyalty program to increase employees' satisfaction; the importance of increases hotel loyalty program satisfaction. The hotels need more care regarding improve the level of loyalty programs. These results agreed with (Liu and Yang, 2009; Kearns, 2010; Anna *et al*., 2014 Mathies *et al*., 2014; Marques *et al.,* 2016).
Moreover, according to the Satisfaction the results showed that in the guest is satisfy with this hotel service processes, hotel service processes is major factor for customer' satisfaction, The importance of customer-orientation, The importance of CCM practices for customer' satisfaction.   The hotel should pay attention to guest needs.   These results agreed with (Parker *et al.,* 2009; Wong, 2010; Ganiyu *et al.,* 2012; Marques *et al.,* 2016; Anke, 2019). On the other side, in the last ranking position (the sixteenth) was the

hotel concerns with guest opinions, results indicate that Egyptian hotels need more care regarding concerns with guest opinions.   More care regarding the customer' satisfaction and evaluation are required. These results agreed with (Al-Rousan and Mohamed, 2010; Syaqirah and Faizurrahman, 2014; Anke, 2019).

According to the retention the results showed that the importance of word of mouth. The guest retention is a vital aim.   The guest would come back. Guest consider the hotel as always, his first choice in this location, this indicates guest retention. These results agreed with (Al-Hawari *et al.*, 2009; Ganiyu *et al.,* 2012; Anna *et al.*, 2014; Syaqirah and Faizurrahman, 2014; Nataraj and Rajendran, 2018; Ayyagari, 2019; Kan and   Nasheel, 2019).

The majority of the respondents think CCM practices by the hotel plays a major role in influencing your choice for this hotel. Most of them explain their response that the CCM practices are very important and attractive element to select the hotel. While in the other hand the few respondents that they no they explain there are many factors working together to attract the guest such as price, promotion, product, service quality, the facilities and the atmosphere.   These results agreed with (Gummesson, 2008; Muriithi, 2015; Marques *et al.,* 2016; Rihova et *al.,* 2018; Ayyagari, 2019).

RECOMMENDATIONS

Referring to the previous conclusion the study recommends the following to improve the impact of CCM on the customers' retention in the Egyptian hotels:

HOTELS

1. Include the logo of the customer is the actual boss of the hotel in its strategy.
2. Raising the employees 'awareness of the importance of CCM, their satisfaction and loyalty as tools of guaranteed production in the context of their retention, through systematic training and enlightening meetings with workers.
3. Paying attention to internal and indirect marketing through caring for workers, as customer-centered marketing begins with them, and Egyptian hotels must place them in the category of those who are qualified to perform tasks, activities and practices related to customers without neglecting the interest in the hotel service provided.
4. The hotel should always make effort to understand the individual guest needs and preferences. Seek to move to the category of caring for customers, their needs and desires.

5. Utilizing available technology to enhance aspects and strategies of CCM by taking care to provide information about guests.
6. Hotel has to have quick response for any negative feedback in order to maintain good CCM with their guests .
7. The good quality of CCM practices is what differentiates the hotel to another.
8. Guest' needs, requirements, desires, and centrality should be the first priorities of applying CCM practices.
9. CCM and customer' satisfaction should be the core priorities of the CCM practices.
10. Hotels need to have well-designed web-based applications to market and service guests (CCM apps).
11. Hotel should give the guest individual attention.
12. Hotels need more care regarding concerns with guest opinions and the importance of word of mouth.

MANAGERS SHOULD

13. Be recover the roles of CCM practices in understand the individual guest needs and preferences to enhance guests' satisfaction.
14. Train employees how to access the required resources to do their job and should give them regular and constructive feedback in order to increase guest retention.
15. Identify the factors and elements that would increase customer' satisfaction through CCM programs.
16. Be aware of the importance of applying the CCM practices to handle guest complaints and achieve customer' satisfaction.
17. Be aware of the importance of employees' empowerment to resolve guest complaints.
18. Be aware of the importance of guest information in all service processes.
19. Be aware of the importance of the well-coordinated and harmonized of service processes.
20. Be aware of the importance of software's to enable storing and sharing guest information.
21. Activate the role of IT applications for automated service processes.
22. Apply, increases and continues improve the hotel loyalty program to meet the guest expectations and increase satisfaction

FURTHER RESEARCHES

Another limitation is that the researcher has used cross sectional survey methodology in both the exploratory and confirmatory surveys. Thus, it

cannot provide a longitudinal view of the phenomenon. The research calls for future researches to use new marketing strategies theories in order to increase the hotel guest and employee satisfaction, engagement and loyalty.

There could be other unmentioned factors in the country of Egypt as it may be different from other geographical countries which may prosper in a factor differently as environmental regulations, certain legal procedures, governmental procedures and institutional teams may cause a positive or negative factor depending on the situation. The more the laws and procedures are to a certain extent reasonable and straight to the point a certain degree of accessibility will help the retention levels prosper in the right direction. The recommendation is to use other variables such as customer engagements or preference, personal traits, as antecedents of customer retention and loyalty. This changes the results or shift the paradigm of whether research finding goes toward a positive trend or has a negative trend on the customer retention levels in the hotel industry in the Egyptian market as a whole.

Further studies could focus on other categories of hotels such as four and three star hotels, other types of hotels such as conference hotels, business hotels or other destinations such as Alexandria, Marsa Matrouh, El Alamein, North Coast as well as Aswan, to acquire a more reliable and relevant data, more respondent should be involved into this survey as well as respondent from other area such as other geographical region like the other regions in Egypt or even Alexandria, Marsa Matrouh, El Alamein as well as North Coast. Other than that, the lack of previous information on relevant topic, only a small amount of data available for reference. Therefore, further studies could focus on other categories of hospitality fields such as Nile Cruise boats, restaurants, schools, hospitals, catering, airways and railways.

Another viable and liquid recommendation for further researches is to investigate the other aspects of the CCM and new marketing strategies effect on customer retention and loyalty, attitudinal loyalty as well as its antecedents. Furthermore, this research focuses on the CCM and customers' retention. Therefore, further studies could focus on CCM practices or new marketing strategies on other new markets' requests. Also, further studies can focus on guest and employee' engagement and loyalty. The study recommends further researches to investigate the other aspects of customer satisfaction affecting loyalty. However, some limitations or drawbacks as the sector is totally narrow and can't be rigid as it has certain calculations in order to reach certain points there is no

room for adjustments as it is completely inflexible and is a total limited straight to the point talking point.

Creating or fixing the errors to use a more represent ability sample interview of geographic and demographics data. These factors may play a huge role in the outcome of such results as these are interchangeable factors that really may cause a shift in the paradigm of the impact of CCM in customers' retention levels which will no doubt totally be a huge talking point in the coming years when talking about retention and linking it with any topic not only the application on the hotel industry.

The business model for this study has not been tested so future research may test the business model for hotel studies.

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