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APPENDICES

Appendix A: Pilot Survey Questionnaire:

<u>**RESEARCH QUESTIONNAIRE-PART1**</u>

Customer Relationship Management practices (CRM) towards Customer Brand Engagement: Evidence from Hotel Industry in Sri Lanka.

Dear Sir/Madam,

I am a postgraduate student of Department of Management of Technology, University of Moratuwa, engaged in a research which is titled "Customer Relationship Management practices (CRM) towards Customer Brand Engagement: Evidence from Hotel Industry in Sri Lanka" as a partial fulfilment of the Master of Business Administration degree program.

I would appreciate if you could spare 10 minutes of your precious time to fill the questionnaire. Information contained in this questionnaire will be used merely for academic purpose. I promise not to share any information that identifies you with anyone outside and I am requesting you not to write your name, job title in order to assure your anonymity.

Thank you

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Attention – Assume that you have access to all the information related to the questions and statements in the questionnaire. The questionnaire is distributed to hotel owners, IT managers, customer relationship managers, customer relationship executives and senior employees.

Section 1 – Customer Orientation

Consider how you analyse customer orientation of your hotel. Answer considering the experience on Customer orientation.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	We are monitor level of commitment in serving customers' needs.					
2	Hotel has a business strategy driven by greater customer value.					
3	We gain competitive advantage based on understanding customer needs					
4	Our one of most important business objectives is customer satisfaction.					
5	We effectively measure customer satisfaction.					
6	We offer broad range of after sales services.					
7	We take corrective actions immediately.					
8	Hotel modifies products and services based on customer ideas.					

Section 2 – CRM Organization

Consider how you analyse CRM organization of your hotel. Answer considering the experience on CRM organization.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Hotel has sales, marketing experts and resources.					
2	Hotel conducts employee training on customer relations.					
3	Hotel does the evaluation and rewarding of employees performance in customer relations.					

Section 3 – Knowledge Management

Consider how you analyse knowledge management of your hotel. Answer considering the experience on knowledge management.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Hotel supports a wide variety of knowledge discovery platforms and databases.					
2	Hotel gives accessible to knowledge resources or information storage.					
3	We use information technology for knowledge acquiring.					
4	Hotel management describes a clear vision and main knowledge needed.					
5	We understand the importance of knowledge					
6	We have clear knowledge and understanding of the hotel objectives.					
7	Our employees want to learn about business knowledge.					

Section 4 – Technology based CRM

Consider how you analyse CRM organization of your hotel. Answer considering the experience on CRM organization.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Hotel has call centre or computer telephone integration.					
2	Hotel uses sales force automation.					
3	Hotel uses management information systems (MIS).					
4	Hotel has integrated CRM performance evaluation system.					
5	Hotel has web-based customer interaction.					
6	Hotel uses data warehousing and data mining.					

Section 5 – Marketing planning capability

Consider how you analyse marketing planning capability of your hotel. Answer considering the experience on marketing planning capability.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our hotel has marketing planning skills.					
2	Our hotel has an ability to effectively segment and target market.					
3	The hotel has marketing management skills and processes.					
4	Our hotel top management is developing creative marketing strategies.					
5	We are very careful of marketing planning processes.					
6	Our employees understand the importance of knowledge.					

Section 6 – Pricing capability

Consider how you analyse pricing capability of your hotel. Answer considering the experience on pricing capability.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our hotel is using pricing and systems to respond quickly to market changes.					
2	We have a significant Knowledge of competitor's pricing tactics.					
3	We are doing effective job of pricing products/ services.					
4	We are regular monitoring competitor's prices and price changes.					

Section 7 – Marketing implementation capabilities

Consider how you analyse marketing implementation capabilities of your hotel. Answer considering the experience on marketing implementation capabilities.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our hotel is allocating marketing resources effectively.					
2	Our hotel is organizing to deliver marketing programs effectively.					
3	We are translating marketing strategies into actions.					
4	Our hotel is executing marketing strategies quickly.					

Section 8 – Marketing communication capabilities

Consider how you analyse marketing communication capabilities of your hotel. Answer considering the experience on marketing communication capability.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	We are developing and executing advertising programs.					
2	We have advertising management and creative skills.					
3	Our hotel has good public relations skills					
4	Our hotel has brand image management skills and processes.					
5	We are managing corporate image and reputation.					

Section 9– Market information management

Consider how you analyse market information management of your hotel. Answer considering the experience on market information management.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The hotel is gathering information about customers and competitors.					
2	The hotel is using market research skills to develop effective marketing programs.					
3	We are tracking customer needs and wants					
4	The hotel is making full use of marketing research information.					
5	We are analyzing our market information.					

Section 10 – Product development capabilities

Consider how you analyse marketing planning capability of your hotel. Answer considering the experience on marketing planning capability.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our hotel has ability to develop new products/services.					
2	We are successfully launching new products/services.					
3	The hotel is Insuring that product/service development efforts are responsive to customer needs.					

Section 11 – Hotel category

What is your hotel category?

My hotel is classified as 5 stars hotel	
My hotel is classified as 4 stars hotel	
My hotel is classified as 3 stars hotel	
My hotel is classified as a 2 stars hotel	
My hotel is classified as 1 star hotel	
My hotel is unclassified hotel	

Section 12– Hotel Size

How many total numbers of rooms are in your hotel?

Rooms < 10	
Rooms 10-30	
Rooms > 30	

RESEARCH QUESTIONNAIRE-PART2

Customer Relationship Management practices (CRM) towards Customer Brand Engagement: Evidence from Hotel Industry in Sri Lanka.

Dear Sir/Madam,

I am a postgraduate student of Department of Management of Technology, University of Moratuwa, engaged in a research which is titled "Customer Relationship Management practices (CRM) towards Customer Brand Engagement: Evidence from Hotel Industry in Sri Lanka" as a partial fulfilment of the Master of Business Administration degree program.

I would appreciate if you could spare 10 minutes of your precious time to fill the questionnaire. Information contained in this questionnaire will be used merely for academic purpose. I promise not to share any information that identifies you with anyone outside and I am requesting you not to write your name, job title in order to assure your anonymity.

Thank you

K.G.N Kumarapeli

MBA in MoT Student (2015/2016)

Department of Management of Technology

University of Moratuwa

Email: gayankumarapelige@gmail.com

Attention

Assume that you have access to all the information related to the questions and statements in the questionnaire. The questionnaire is distributed to hotel owners, IT managers, customer relationship managers, customer relationship executives and senior employees.

The questionnaire is taken answers for customer brand engagement components from above mentioned hotel employees because of the limitations and difficulties to take answers from customers in selected hotels.

Section 1 – Involvement

Consider how you analyse your customers' involvement with your hotel brand. Answer considering the experience on customers' involvement with your hotel brand.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our customers have a natural interest about the hotel.					
2	Our customers talk about the hotel for long time.					
3	Our customers' needs motivate them toward our hotel.					
4	The characteristics of our hotel cause differentiation and increase interest.					

Section 2 – Rapport

Consider how you analyse your customers' rapport with your hotel brand. Answer considering the experience on customers' rapport with your hotel brand.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our customers have enjoyable interaction with hotel.					
2	Our customers have personal connection with our hotel and staff.					
3	Our customers have a loyalty intent with the hotel.					
4	Our customers do a word of mouth communication about our hotel.					

Section 3 – Commitment

Consider how you analyse your customers' commitment with your hotel brand. Answer considering the experience on customers' commitment with your hotel brand.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our customers have lack of alternatives comparing to our services.					
2	Our customers have much availability of options in hotel services.					
3	Our hotel has plenty of involuntary choices.					
4	The hotel conducts a loyalty program membership.					

Section 4 – Customer satisfaction

Consider how you analyse your customers' customer satisfaction with your hotel brand. Answer considering

the experience on customers' customer satisfaction with your hotel brand.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The hotel has an ability to perform the promised services accurately.					
2	Our staffs are willingness to help customers and provide prompt services.					
3	The knowledge and courtesy of our employees, as well as their ability will convey trust and confidence to our customers.					
4	The hotel is provision of caring, individualized attention to our customers.					
5	Our hotel appearance of physical facilities, equipment, personnel and communication materials are impressed our customers.					

Appendix B: Main Survey Questioners after Data Purification

RESEARCH QUESTIONNAIRE-PART1

Customer Relationship Management practices (CRM) towards Customer Brand Engagement: Evidence from Hotel Industry in Sri Lanka.

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Section 1 – Customer Orientation

Consider how you analyse customer orientation of your hotel. Answer considering the experience on customer orientation.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our one of most important business objectives is customer satisfaction.					
2	We effectively measure customer satisfaction.					
3	We offer broad range of after sales services.					
4	We take corrective actions immediately.					
5	Hotel modifies products and services based on customer ideas.					

Section 2 – CRM Organization

Consider how you analyse CRM organization of your hotel. Answer considering the experience on CRM organization.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Hotel has sales, marketing experts and resources.					
2	Hotel conducts employee training on customer relations.					
3	Hotel does the evaluation and rewarding of employees performance in customer relations.					

Section 3 – Knowledge Management

Consider how you analyse knowledge management of your hotel. Answer considering the experience on knowledge management.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Hotel gives accessible to knowledge resources or information storage.					
2	We use information technology for knowledge acquiring.					
3	We understand the importance of knowledge					
4	We have clear knowledge and understanding of the hotel objectives.					

Section 4 – Technology based CRM

Consider how you analyse CRM organization of your hotel. Answer considering the experience on CRM organization.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Hotel uses sales force automation.					
2	Hotel uses management information systems (MIS).					
3	Hotel has integrated CRM performance evaluation system.					
4	Hotel has web-based customer interaction.					

Section 5 – Marketing planning capability

Consider how you analyse marketing planning capability of your hotel. Answer considering the experience on marketing planning capability.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our hotel has an ability to effectively segment and target market.					
2	The hotel has marketing management skills and processes.					
3	Our hotel top management is developing creative marketing strategies.					
4	We are very careful of marketing planning processes.					

Section 6 – Pricing capability

Consider how you analyse pricing capability of your hotel. Answer considering the experience on pricing capability.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our hotel is using pricing and systems to respond quickly to market changes.					
2	We are doing effective job of pricing products/ services.					
3	We are regular monitoring competitor's prices and price changes.					

Section 7 – Marketing implementation capabilities

Consider how you analyse marketing implementation capabilities of your hotel. Answer considering the experience on marketing implementation capabilities.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our hotel is allocating marketing resources effectively.					
2	Our hotel is executing marketing strategies quickly.					

Section 8 – Marketing communication capabilities

Consider how you analyse marketing communication capabilities of your hotel. Answer considering the experience on marketing communication capability.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our hotel has good public relations skills.					
2	Our hotel has brand image management skills and processes.					
3	We are managing corporate image and reputation.					

Section 9– Market information management

Consider how you analyse market information management of your hotel. Answer considering the experience on market information management.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The hotel is gathering information about customers and competitors.					
2	The hotel is using market research skills to develop effective marketing programs.					
3	We are tracking customer needs and wants					

Section 10 – Product development capabilities

Consider how you analyse marketing planning capability of your hotel. Answer considering the experience on marketing planning capability.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	We are successfully launching new products/services.					
2	The hotel is Insuring that product/service development efforts are responsive to customer needs.					

Section 11 – Hotel category

What is your hotel category?

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Section 3 – Commitment

Consider how you analyse your customers' commitment with your hotel brand. Answer considering the experience on customers' commitment with your hotel brand.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Our customers have lack of alternatives comparing to our services.					
2	Our customers have much availability of options in hotel services.					
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Section 4 – Customer satisfaction

Consider how you analyse your customers' customer satisfaction with your hotel brand. Answer considering the experience on customers' customer satisfaction with your hotel brand.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The hotel has an ability to perform the promised services accurately.					
2	Our staffs are willingness to help customers and provide prompt services.					
3	The knowledge and courtesy of our employees, as well as their ability will convey trust and confidence to our customers.					
4	Our hotel appearance of physical facilities, equipment, personnel and communication materials are impressed our customers.					