

## **E-CRM: MEDIUM OF CUSTOMER SATISFACTION, SPECIAL CASE STUDY OF TOURISM INDUSTRY**

\*Dr Manmohan Mishra

\*\* Mr Awaneesh Gupta

\* Associate Professor , United institute of Management, Allahabad

\*\* Research Scholar, YBN University , Rachi

### **Abstract**

The internet is getting more consideration in marketing field, due to its increasing popularities with telecom development .The direct marketing become a favourable field for nearly every industries. Today nearly every industries have their own website to take competitive advantage over other. With this scenario, how can tourism industries can separate them self with web world .Even tourism industries needy it because every customer is for away from the service provider and they have only little bit knowledge about the places and their markets services and specialities .With this consideration the tourism players require the medium to provide better information to customer and get their more attraction toward their services and product. The tourism industries can utilize the Electronic Customer Relationship Management(e-CRM) that can promote customer satisfaction and assist in building profitable customer relationships. This paper analyse the customer satisfaction on the basis of initial information ,they are getting from the tourism web site .This paper cover the different tourism website and find out that reservation and the customization of product and services are the most attractive element of the e-CRM in the tourism sector. The online payment through different electronic means is also a most attractive feature that attracts the customer to get the servicers online. The paper makes a theoretical and methodological.

**Keywords:** e-CRM, Customer Satisfaction, Tourism Sector

### **Introduction:**

The internet increasingly has become a popular medium for marketing. Offering enormous potential, the internet is ideal for marketing tourism. This article will show you how the internet can help you maximise the Return on Investment(ROI) of your tourism marketing campaign. You can

learn about the benefits and the current constraints, which hamper the full realisation of such potential. The vigorous growth of the internet has drawn a lot of attention from both academic researchers and business operators. People in the fields of Information Technology (IT) and marketing have swarmed the internet. Internet publications on tourism marketing have grown significantly in the last few years. Some have provided a necessary background to some in-depth discussions of the various issues of marketing tourism on the internet. Some of these articles have highlighted the internet's impact on tourism distribution. However, this field of research is still in its infancy. Efforts must be made to understanding the internet's role in tourism marketing and as to how tourism organizations and destinations can exploit its full potential.

### **Internet As A Marketing Tools :**

#### **Addressability**

Well-designed web sites, emails and news-groups, can be as effective as personal selling. Internet marketers can do the job of a sales-force with more flexibility, better memory and at a fraction of the cost.

#### **Interactivity**

Customers are empowered to communicate with companies, research information and conduct transactions at the press of a few buttons. Companies too can easily contact customers to clarify their needs or inform them of new products.

#### **Flexibility**

The web offers more flexibility than the conventional mass media. It can be updated with fresh and current information gathered through feedback from consumers. A virtual catalogue can be kept in sync with the requirements of the consumers and inform them about new products and price changes.

#### **Accessibility:**

Anybody in any part of the world can access its marketing information at any time they desire. This ability will greatly reduce place and time utility woes. Accessibility is vital in international trade where business spans across different time zones.

## Improved service

The Web makes it possible for companies to improve the service quality at all levels of customer interaction i.e. pre-sale, during and post sale.

## Cost Savings

There are mainly five areas where costs can be minimized on the internet

1. Automation of the reservation processing and the payment system cuts down sales costs.
2. Implementing a menu-driven web-based travel reservation system as opposed to a command driven system where a sales clerk has to remember commands and airport codes.
3. Implementing direct links between the producer and the consumer, saving on huge distribution costs.
4. Saving on promotional costs due to the net's ability to send customized messages through electronic communication.
5. Reduced rental costs on office and sales space, and on administrative overheads.

## Role of Internet in Tourism Sector

Due to its information-intensive nature, the tourism industry can benefit greatly from the Internet. The Internet platform offers tourism firms new opportunities to keep up with customers' expectations and gain competitive advantage by providing customers with additional value through Internet-based services. Customer satisfaction has been recognised as an essential factor affecting long-term relationships between firms and consumers in both traditional and e-commerce business environments. However, in a new e-commerce context the concept of CRM and its core subject, customer satisfaction, has still not been studied sufficiently (Lee et al., 2003).

Recent research indicates that certain features on a website can create and maintain customer satisfaction. These are so-called electronic CRM (e-CRM) features (Khalifa et al. 2002, Khalifa and Shen 2005). Electronic Customer Relationship Management (e-CRM) is a body of knowledge that deals with the application of CRM principles in the new e-commerce context. Generally, in e-commerce, companies tend not to use the Web and e-CRM features in an optimal way (Feinberg et al. 2002). This also applies to companies in the tourism industry (Nysveen and Lexhagen 2001, Buhalis and Main 1998). Hence, there is little or no consent as to exactly which e-CRM features promote customer satisfaction in an online service setting (Feinberg et al. 2002). Consequently,

tourism enterprises, small ones in particular, may face a danger to spend on costly web-based solutions without knowing the returns.

In this paper, the problem of the impact of e-CRM features on pre-adoption customer satisfaction in an online tourism service context is addressed. The majority of customer satisfaction/service quality surveys deals with post-adoption satisfaction, when respondents evaluate a service that they have recently received. The present study addresses customer satisfaction at the pre-adoption stage, before the actual experience of service/product use occurs (see Khalifa and Liu 2002, 2003). Achieving pre-adoption customer satisfaction is relevant for the companies' primary CRM need, to attract a customer who can thereafter be retained (Khalifa and Shen 2005). The objective of the present study is to suggest for the designing of a hypothetical tourism website to achieve maximum pre-adoption customer satisfaction in the attraction stage of the customer lifecycle. A tourism website is seen as a profile of certain e-CRM features interacting with each other. The purpose of the study is, therefore, formulated as follows: to produce a profile of e-CRM features creating the highest level of pre-adoption customer satisfaction with the use of a hypothetical tourism website.

### **Customer Satisfaction: A Theoretical Frame**

#### **Definitions**

CRM is viewed as a comprehensive business and marketing strategy that integrates technology, processes and other business activities focusing on the customer (Feinberg et al. 2002). CRM is defined as an "approach that enables organisations to identify, attract and increase retention of profitable customers, by managing relationships with them" (Bradshaw and Brash 2001, p. 520). It is argued that basic principles of CRM apply equally to any channel of contact that a customer may choose for communication with the firm. However, technological advances in IT have induced a shift in interest towards CRM applications on the Internet. Increasingly, electronic channels such as web chat, web callback and e-mail are being used. The core of CRM is still the company's relationship with its customers and the communication with the customer across multiple channels (Ibid.). There are several reasons why firms should build and repair customer relationships online. The assumption behind CRM is that it is much less expensive to retain an existing customer than to recruit a new one. This condition is even more apparent on the Internet, where companies face severe competition in their struggle for customers' attention; therefore, existing customers are more critical for the generation of revenue, and thus the profitability and market share of the company (Bhattacharjee 2001a).

**E-CRM**, Running a successful business boils down to one single thing at the end of the day – keeping your customers happy. Understanding customers becomes a useful tool in gaining critical competitive advantage in this new paradigm. That's where customer knowledge comes in. It begins with capturing the right information about both prospective and existing customers. This information is then analyzed to understand customer behavior, needs and spot patterns. The next step is to create the right message for the right customers and then communicate through the right medium. E-CRM is a part of the company's overall CRM strategy to manage customer interaction regardless of the time and the channel that the customer chooses (Feinberg et al. 2002). In a similar definition, e-CRM is seen as all processes that are required to acquire, build and maintain customer relationships through e-business operations (Khalifa et al. 2002). Yet another study defines e-CRM as the use of information and communication technology to improve customer service in terms of scale and scope. An example is 24-hour-a-day web banking, which is a threefold increase in scale compared to the working hours of a bank's brick-and-mortar office. The increase in scope is manifested in e.g., offering value-added banking services online only (Kotorov 2002). The potential of e-CRM for building fruitful customer relationships can only be realised if the company is organised in such a way that it can quickly and efficiently respond to customer requests. It is imperative that the customers' requests can be handled across different communication channels, involving different organisational units (Kotorov 2002, Bradshaw and Brash 2001).

**E-CRM features** are vital for managing customer relationships online (Feinberg et al. 2002). There is no commonly used definition, but e-CRM features roughly refer to concrete website functionality or tools (Khalifa et al. 2002, Khalifa and Shen 2005). E-CRM features are needed for e.g., customising, personalising and interacting with the customer. Without e-CRM features, CRM could not be realised on the Internet (Khalifa et al. 2002). E-CRM features are also often labelled "value-adding services" (Nysveen and Lexhagen 2001, Nysveen 2003). Examples can include multimedia, such as videos from hotels, and FAQ section (Ibid.). Online banking is another example of an e-CRM feature (Kotorov 2002). The reviewed definitions and operationalisations of e-CRM have in common the inclusion of what can be called generic website features aimed at adding value for the customer. These features can be as simple as contact information, e-mail links, or local search engines. On the whole, the present paper adopts the described views on e-CRM, restricting it, however, to the scope of the research, which are e-CRM features only. The label "e-CRM feature" is used here to identify generic value-adding website features that are intended for CRM purposes. It is assumed that e-CRM features can consist of dedicated CRM technology, such as automated customer service, though they are not restricted to such technology. An e-CRM feature can be

something as fundamental and inexpensive to implement as a line of contact information on a web page.

### Customer Satisfaction in internet context

Customer satisfaction as a phenomenon is strongly related to the concept of *customer value*, or value to the customer, derived from the use of a particular product or a service (Woodall 2003). Woodall suggests the term value in the marketing literature is used as a property “that is perceived/derived/experienced by a customer” in connection to the use of a product or service (Ibid., [1]). He further states: “*Customers make repatronage decisions on the basis of their predictions concerning the value of a future product/service ...*”, and “*Value drives customer satisfaction*” (Ibid.). Hallowell (1996), in the same line of thought, defines customer satisfaction as “*the customer’s perception of the value received in a transaction or relationship*” (Ibid, p. 28). Bleuel (2004, [1]) suggests customer satisfaction is “*equivalent to making sure that product and service performance meets customer expectations*” and “*... occurs when the marginal utility of a transaction is equal to or greater than preceding acquisitions*”. As mentioned, satisfaction is one of the most important objectives of e-CRM and also a proxy for success with e-CRM initiatives, which by nature are value-added services for customers (Khalifa and Shen 2005).

The phenomenon of customer satisfaction in the Internet context is of a complex and dynamic nature (Khalifa and Liu 2002, 2003). There are different types of satisfaction which can be formed over time (Khalifa and Liu 2003, Bhattacharjee 2001b). Essentially, satisfaction can occur on two different stages of adoption of a good or service by a customer, namely before adoption (*pre-adoption satisfaction*) and after adoption of a good/service (*post-adoption satisfaction*) (Khalifa and Liu 2003). Satisfaction at each stage is assumed to be influenced by different determinants, such as customer desires, expectations and previous experiences (Khalifa and Liu 2002, 2003). At the pre-adoption stage, actual usage experience has not yet taken place and customer satisfaction is determined more by confirmation or disconfirmation of desires rather than expectations (Khalifa and Liu 2002). At the post-adoption stage, the user has experience of a good/service and confirmation of expectations is now more important to satisfaction formation (Khalifa and Liu 2003).

Different types of customer satisfaction should also be considered along the phases of a customer lifecycle. Essentially, pre-adoption satisfaction is related to *customer attraction*, while post-adoption satisfaction aims at *customer retention* (Khalifa and Liu 2002, 2003, Khalifa and Shen 2005). In CRM, the main concern is management of profitable customer relationships, therefore both concepts are important. Attracting a potential customer is crucial to have business in the first place. Retaining a customer, in particular a profitable one, is the ultimate goal of CRM. The terminology of Internet travellers as “*lookers*” and “*bookers*” (Morrison et al. 2001) can illustrate the above concept. “Lookers”, obviously, can be attracted and converted into “bookers”, while bookers can be retained by a company. (Khalifa and Shen (2005) found that three basic categories of e-CRM features, related to *pre-sales*, *sales*, and *after-sales* stages of consumer buying process, have significant effects on both pre-adoption and post-adoption satisfaction. The effect of pre-sales features, such as consumer education, is stronger in the pre-adoption and weaker in the post-adoption phase. In a reversed manner, post-sales features, such as problem solving, are relatively less important in the pre-adoption phase while their significance is considerably greater in the post-adoption phase (Ibid.). Khalifa and Liu (2003) highlight that in the case of Internet-based services, customer satisfaction at the pre-adoption stage is relatively more important than what traditional satisfaction models from the marketing field predict. According to these models, satisfaction builds on a gap between expectations and experience of a service. However, with the Internet there is often an intrinsic novelty component: websites change rapidly; the rate of emergence of new technologies is high; etc. This makes it more difficult for customers to have a direct experience of the service. Consequently, satisfaction with Internet services is more difficult to assess than with physical products (Ibid.).

### **Tourism Industry with Information Technology**

It is suggested that it is imperative for the travel industry to use IT, since “information is the lifeblood of the travel industry” (Buhalis 1998, p.409). As for the WWW as a particular IT, consumers increasingly use it as a source of travel information. They plan, search for, buy and modify their travel and tourism products and services on the Internet, using this medium as a “travel square” (Buhalis 1998, Morrison et al. 2001, Wang et al. 2002). Because the great majority of tourism products are offered by small and medium-sized enterprises (Buhalis 1999), travel consumers need to collect and merge information (e.g., programmes, schedules and tariffs) from several such small tourism providers (Buhalis, 1998). On the whole, the new tourism consumers are sophisticated, demanding and knowledgeable (Mattila 2004). Therefore, tourism destinations and enterprises need to be innovative in terms of their use of IT. For small and medium-sized enterprises, as well as remote destinations, the WWW is a tool for strengthening marketing directed

towards, and communication with, potential customers (Buhalis 1998, 1999, 2000, Collins et al. 2003).

### Literature Review of Customer Satisfaction through Website

The WWW can be used for addressing individual needs and wants of consumers, thus creating relationship bonds between an organisation and its customers (Zineldin 2000). Empirical studies suggest that e-CRM features in general can have a positive impact on customer satisfaction in the case of Internet-based services (e.g., Feinberg et al. 2002). The summary of the classifications of e-CRM features by different authors is presented in Table 1. The majority of reviewed e-CRM features can be grouped along the basic stages of a consumer buying process. The assumption behind this pattern is that at each stage of the buying process, a consumer buying online needs to use e-CRM features specific to the stage (Feinberg et al. 2002, Khalifa et al. 2002, Khalifa and Shen 2005). However, customers may use the same e-CRM features at different stages of a buying process. Following this pattern shown by previous studies, the present study groups e-CRM features along the three basic stages of a consumer buying process: 1. *Pre-sales stage*; 2. *Sales stage*; and 3. *After-sales stage*.

**Table 1** Classifications of e-CRM features promoting customer satisfaction

Author (s)	Classification of e-CRM features
Feinberg et al. (2002), Sterne (1996)	E-CRM features classified in three groups: (1) <i>Contact and information, general e-CRM features</i> (e.g., site customisation, site search engine, mailing lists, prominently displayed mailing address and company profile, chat, bulletin board); (2) <i>E-commerce features</i> (e.g., online shopping, online product information, product preview, links); and (3) <i>Post-sales support features</i> (e.g., FAQ, complaining ability, spare parts).
Bhattacharjee (2001a)	E-CRM features grouped along three customer "touchpoints": <i>Marketing</i> (e.g., personalisation, one-on-one marketing); <i>Sales</i> (e.g., tools/interface for completing a sale); and <i>Service</i> (e.g., tools/interface for resolving customer complaints).
Rust and Lemon (2001)	E-CRM features differentiated with emphasis on <i>1-to-1 Marketing</i> (e.g., site content customisation; alternative contact channels; chat) and <i>Personalisation</i> (e.g., "real-time" marketing – i.e., changing product offerings in real time based on choices and actions of the customer; "click-to-talk"-applications – i.e., click to have a representative call back; and web self-service – i.e., continuous updating of website and FAQ based on most frequently searched issues).
Nysveen and Lexhagen (2001), Nysveen (2003), Nysveen et al. (2003)	E-CRM features grouped according to their functions as: <i>Online reservation services and Online value-added services</i> (e.g., contact information, multimedia, search engine, FAQ, several languages, links to other websites, customer community, maps, decision support such as timetables, price comparison, personalisation, push-based service such



	as weather reports, and mobile interfaces).
Khalifa et al. (2002), Khalifa and Shen (2005)	E-CRM features are grouped along the stages of the shopping cycle: <i>Pre-sales e-CRM</i> (e.g., site customisation, alternative channels, search); <i>Sales process e-CRM</i> (e.g., product customisation, payment methods, dynamic pricing); and <i>After-sales e-CRM</i> (e.g., online sale of spare parts, problem solving, online community, web center).

Source: Extracted from Sterne (1996), Feinberg et al. (2002), Bhattacharjee (2001a), Rust and Lemon (2001), Nysveen and Lexhagen (2001), Nysveen (2003), Nysveen et al. (2003), Khalifa et al. (2002) and Khalifa and Shen (2005).

To summarise, the review of the literature on e-CRM and customer satisfaction indicates that there is limited evidence of the impact on customer satisfaction through e-CRM features, particularly in the specific setting of the tourism industry (Nysveen and Lexhagen 2001, Nysveen 2003, Nysveen et al. 2003, Panagiotarakis et al. 2004). Few empirical studies specifically address the online triggers of pre-adoption customer satisfaction (Khalifa and Liu 2002, 2003, Khalifa et al. 2002, Khalifa and Shen 2005). Khalifa and Shen (2005) additionally point that pre-sales and sales e-CRM features have a relatively greater importance for forming pre-adoption customer satisfaction. Furthermore, there appear to be no studies examining how a profile of different e-CRM features and their interactions (as is usual in the case of a website) affect the satisfaction of a website visitor. This question is relevant for practitioners, since different combinations of features likely have different impacts on overall customer satisfaction. The present study examines the combined effect of e-CRM features on customer satisfaction as in the case of a tourism website. The combination of e-CRM features evaluated in this study is presented in the next section.

### **Proposed Research Model for Customer Satisfaction**

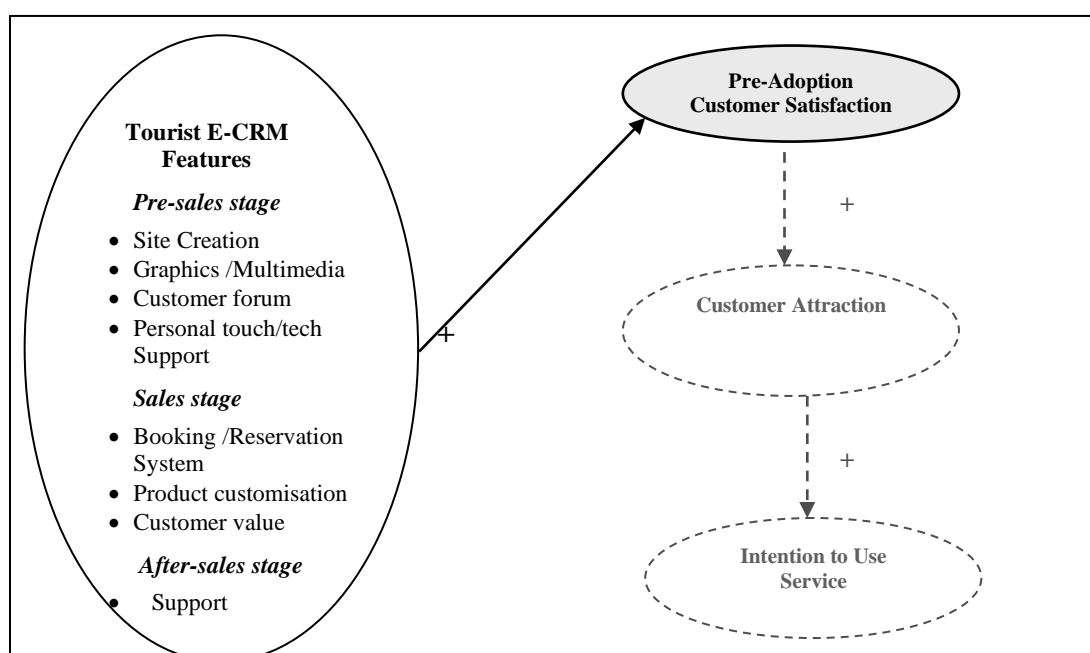
The choice of the e-CRM features to be tested in this study had the following selection criteria: (1) relevance of the e-CRM features for tourism businesses; (2) a representation of three main stages of an online buying process for a potential tourist (pre-sales, sales and after-sales stages) and different importance of these stages for forming pre-adoption customer satisfaction (see Khalifa and Shen 2005); and (3) a cost perspective. A cost perspective basically refers to the assumption that most e-CRM features are relatively complex and expensive to implement and, in practice, means that the selected e-CRM features require integration with other processes and systems of a business. This is in contrast to e.g., links to other websites or contact information that do not demand large resources for implementation and maintenance. Otherwise, a recommendation to tourism practitioners could be to simply implement all e-CRM features in the hope that some of them are what customers

actually want. Thus, based on the reviewed literature and selection criteria, the following e-CRM features are hypothesised as positively related to pre-adoption customer satisfaction:

1. *Site Creation* (news, destination offerings and other information related to Spot )
2. *Graphic & Multimedia* (information about the destination presented through moving pictures, sound and graphics, e.g., Flash animation or a streaming video);
3. *Booking/Reservation System* (booking and payment of the trip directly on the website);
4. *Product customisation* (customised trip according to the customer's needs, );
5. *Personal Touch/ Support* (interaction with customer support personnel, e.g., directly via chat or later via telephone or e-mail);
6. *Customer forum* (interaction with other visitors on the website, e.g., via chat, to ask questions and get travel advice).
7. *Customer Value* (Customer Value is important in Business.)

The proposed Seven e-CRM features are incorporated into the research model of this study as shown in Figure 1.

**Figure 1: Research Model**



*Source: Partly adapted from Bhattacharjee (2001a)*

As mentioned, the various authors hypothesise that the Seven selected e-CRM features have a positive effect on pre/Post-adoption customer satisfaction with online tourism services in the attraction phase of the customer lifecycle. Furthermore, taking the view that a website is a profile of interacting e-CRM features. The e-CRM features are the independent variables, while pre-adoption satisfaction is the dependent variable of the model. The research scope of this study centres on examination of the e-CRM features that promote pre-adoption customer satisfaction.

## **Research Hypothesis**

The research hypothesis is based on the some assumption of the tourism industry and customer satisfaction and some managerial aspect of tourism industry to attract the customer.

- 1- To examine the exiting scenario of eCRM Application in Tourism Industry.
- 2- To examine and analysis the customer satisfaction level through the tourism industry website offer.
- 3- To study the scope for driving force of application for recent innovative development through eCRM .
- 4- To brain mapping the tourism industry and customer pocket.
- 5- To analysis the tourism industry offer packages for middle income group.
- 6- To analysis the effective marketing of tourism industry and customer response(feed back)
- 7- To analysis the various web site and customer awareness.
- 8- To make recommendations on the implementation of developed management system.

The objective mentioned above will emphasis study of eCRM application in tourism industry.

## **Methodology**

Its typical application is in marketing research to evaluate customers' preferences (or utility) for a product or service that does not yet exist, i.e., in situations where the actual customer experience is absent (Wittink et al. 1994). Typically, these preferences concern a future product or a service. Most recent e-CRM research evaluates e-CRM features independently of each other using traditional survey techniques (Khalifa et al. 2002, Khalifa and Shen 2005). However, a website usually represents a complex or profile of certain features that interrelate and together affect the user's overall website experience (Yang et al. 2003). For these reasons, the present study follows Danaher's approach in measuring pre-adoption satisfaction (see Danaher 1997). Given the ability to measure pre-adoption satisfaction and to consider interactions between e-CRM features, it is believed that this method best serves the purpose of the present paper. Most customer satisfaction/service-quality surveys evaluate only a single service scenario that a respondent has just

received (Danaher 1997). In the present study, every respondent evaluated ten hypothetical methodology and e-CRM scenarios based on the survey and customer experience and grade is decided by one (dissatisfaction) and 10 (vary satisfaction). The instructions given to the respondents were aimed to explain the context of the imaginary, "would-be" buying situations. Consequently, the respondents were asked: "how satisfied are you, as a tourist trip buyer, with this website containing the following combination of features?" The respondents were instructed to imagine that they were searching for a trip to buy, either on the website or by other means, for example a travel agency. In the experiment, the websites to evaluate contained different profiles combined of seven selected e-CRM features (see Table 3), with everything else (e.g., site creating, travel fares, etc.) regarded as being equal; meaning that the websites differed only by containing or not containing certain features. Such a design of the experiment allowed respondents to disregard other important dimensions, which are usually considered in the buying situations, and to concentrate their attention on evaluating the e-CRM profiles. Survey design was used to analyse the data; and the discrete regression model was used for categorize the data.

## Validation

E-CRM survey design is based on the 120 respondent in different cities and structure it to produce result on 10 base scale point. In this paper we analyse the customer satisfaction through web site and related information. So the validity is concern with the availability of resources and customized web site by which we provide the information about future service and product.

## Conclusions

E-CRM features are proposed as an effective way of attracting customers and maintaining long-term relationships with them. A core pre-requisite here is that e-CRM features promote customer satisfaction. However, there is little consent as to the nature of those features. The present study attempts to fill a knowledge gap in this area. Pre-adoption customer satisfaction refers to the situation, when the actual usage experience of a good/service (here, a tourism website) has not yet taken place. The benefits of the chosen methodological approach include the possibility to measure customer satisfaction with a hypothetical tourism website at the pre-adoption stage and consider interactions between chosen e-CRM features.

The empirical study provides strong support for the proposed research model and suggests that in the pre-adoption stage, a potential tourist trip buyer can be satisfied with all the proposed Seven e-CRM features, namely website Creation, Graphic/ multimedia, Booking/ reservation, product customisation, Personal touch support and customer forum and Customer Value .Booking/ Reservation and product customisation features are found to have the most positive effect on pre-adoption customer satisfaction with a tourism website. The results also highlight that different profiles of e-CRM features on tourism websites differ with respect to their ability to affect pre-adoption customer satisfaction.

## References

Bhattacharjee, Arun (2001a), "An empirical Analysis of the Antecedents of Electronic Commerce Service Continuance". *Decision Support Systems*, 32, No. 2, pp. 201-214.

Bhattacharjee, Arun (2001b), "Understanding Information Systems continuance: an expectation-confirmation model", *MIS Quarterly*, 25, No. 3, pp. 351-370.

Bigne, J. Enrique, Sanchez, M. Isabel and Sanchez, Javier (2001), "Tourism Image, Evaluation Variables and After Purchase Behaviour: Inter-Relationship", *Tourism Management*, 22, No. 6, pp. 607-616.

Bleuel, William (2004), "Customer Satisfaction Series: Customer Satisfaction. Part 1". In: Scantron corp. Survey services [Available online: [http://www.scantron.com/services/survey/article\\_cs\\_p1.asp](http://www.scantron.com/services/survey/article_cs_p1.asp), 2004-06-05].

Bradshaw, David and Brash, Colin (2001), "Managing Customer Relationships in the E-Business World: How to Personalise Computer Relationships for Increased Profitability", *International Journal of Retail & Distribution Management*, 29, No. 12, pp. 520-529.

Buhalis, Dimitrios (1998), "Strategic Use of Information Technologies in the Tourism Industry", *Tourism Management*, 19, No. 5, pp. 409-421.

Buhalis, Dimitrios (1999), "Information Technology for Small and Medium-Sized Tourism Enterprises: Adaptation and Benefits", *Information Technology & Tourism*, 2, No. 2, pp. 79-95.

Buhalis, Dimitrios (2000a), "Marketing the Competitive Destination of the Future", *Tourism Management*, 21, No. 1, pp. 97-116.

Buhalis, Dimitrios (2000b), "Tourism and Information Technologies: Past, Present and Future", *Tourism Recreation Research*, 25, No. 1, pp. 41-58.

Buhalis, Dimitrios (2004), "eAirlines: Strategic and Tactical Use of ICTs in the Airline Industry. *Information & Management*, 41, No. 7, pp. 805-825.

Buhalis, Dimitrios and Licata, Maria C. (2002), "The Future E-Tourism Intermediaries", *Tourism Management*, 23, No. 3, pp. 207-220.

Buhalis, Dimitrios and Main, Hilary (1998), "Information Technology in Peripheral Small and

Medium Hospitality Enterprises: Strategic Analysis and Critical Factors”, *International Journal of Contemporary Hospitality Management*, 10, No. 5, pp. 198-202.

Collins, Catherine, Buhalis, Dimitrios and Peters, Mike (2003), “Enhancing SMTEs' Business Performance Through the Internet and e-Learning Platforms”, *Education Training*, 45, No. 8, pp. 483-494.

Constantinides, Efthymios (2004), “Influencing the Online Consumer's Behaviour: the Web Experience”, *Internet Research: Electronic Networking Applications and Policy*, 14, No. 2, pp. 111-126.

Danaher, Peter (1997), “Using Conjoint Analysis to Determine the Relative Importance of Service Attributes Measured in Customer Satisfaction Surveys”, *Journal of Retailing*, 73, No. 2, pp. 235-260.

Ding, Min, Grewal, Rajdeep and Liechty, John (2005), “Incentive-Aligned Conjoint Analysis”, *Journal of Marketing Research*, 42, Issue 1, pp. 67-82.

Egan, John (2000), “Drivers to Relational Strategies in Retailing”, *International Journal of Retail & Distribution Management*, 22, No. 2, pp. 279-282.

Feinberg, Richard A., Kadam, Rajesh, Hokama, Leigh and Kim, Iksuk (2002), “The State of Electronic Customer Relationship Management in Retailing”, *International Journal of Retail & Distribution Management*, 30, No. 10, pp. 470-481.

Grewal, Dhruv, Iyer, Gopalkrishnan R., Krishnan, R. and Sharma, Arun (2003), “The Internet and the Price-Value-Loyalty Chain”, *Journal of Business Research*, 56, Issue 5, pp. 391-398

Grönroos, Christian (1994), “Quo Vadis, Marketing? Toward a Relationship Marketing Paradigm”, *Journal of Marketing Management*, 10, pp. 347-360.

Gustafsson, Anders, Ekdahl, Fredrik and Bergman, Bo (1999), “Conjoint Analysis: a Useful Tool in the Design Process”, *Total Quality Management*, 10, No. 3, pp. 327-343.

Hallowell, Roger (1996), “The Relationships of Customer Satisfaction, Customer Loyalty and Profitability: An Empirical Study”, *International Journal of Service Industry Management*, 7, No. 4, pp. 27-42.

Hoeffler, Steve (2003), “Measuring Preferences for Really New Products”, *Journal of Marketing Research*, 40, Issue 4, pp. 406-420.

Hughes, Cary T. and Gibson, Michael L. (1991), “Students as Surrogates for Managers in a Decision-Making Environment: an Experimental Study”, *Journal of Management Information Systems*, 8, No. 2, pp. 153-166.

Khalifa, Mohamed and Liu, Vanessa (2002), “Satisfaction with Internet-based services: the Role of Expectations and Desires”, *International Journal of Electronic Commerce*, 7, No. 2, pp. 31-50.

Khalifa, Mohamed and Liu, Vanessa (2003), “Determinants of Satisfaction at Different Adoption Stages of Internet-Based Services”, *Journal of the Association for Information Systems*, 4, No. 5, pp. 206-232.

Khalifa, Mohamed, Abidi, Raza and Limayem, Moez (2002), “Effects of Electronic Customer

Relationship Management on Online Shopping Satisfaction". In: Pre-ICIS Meeting on French Speaking World IS Research.

Khalifa, Mohamed and Shen, Ning (2005), "Effects of Electronic Customer Relationship Management on Customer Satisfaction: A Temporal Model". In: Proceeding of the 38th Annual Hawaii International Conference on System Sciences (HICSS'05) - Track 7, January 3-6, 2005, p. 171a.

Kotorov, Radoslav P. (2002), "Ubiquitous Organisation: Organisational Design for E-CRM", Business Process Management Journal, 8, No. 2, pp. 218-232.

Lee, Jae N., Pi, Shih M., Kwok, Ron C. W. and Huynh, Minh Q. (2003), "The Contribution of Commitment Value in Internet Commerce: an Empirical Investigation", Journal of the Association for Information Systems, 4, pp. 39-64.

Liang, Ting-Peng and Huang, Jin-Shiang (1998), "An Empirical Study on Consumer Acceptance of Products in Electronic Markets: a Transaction Cost Model", Decision Support System, 24, No. 1, pp. 29-43.

MacKenzie, Herbert F. and Hardy, Kenneth G. (1996), "Manage Your Offering or Manage Your Relationship?" Journal of Business & Industrial Marketing, 11, No. 6, pp. 30-37.

Mattila, Anna S. (2004), "Consumer Behaviour Research in Hospitality and Tourism Journals", International Journal of Hospitality Management, 23, No. 5, pp. 449-457.

McCullough, Dick (2002), "A User's Guide to Conjoint Analysis", Marketing Research, 14, No. 2, pp. 19-23.

Morrison, Alastair M., Jing, Su, O'Leary Joseph T., Cai, Liping A. (2001), "Predicting Usage of the Internet for Travel Bookings: an Exploratory Study", Information Technology & Tourism, 4, No. 1, pp. 15-30.

New, Steve and Burnes, Bernard (1998), "Developing Effective Customer-Supplier Relationships: More Than One Way to Skin a Cat", International Journal of Quality, 15, No. 4, pp. 377-388.

Nysveen, Herbjørn and Lexhagen, Maria (2001), "Swedish and Norwegian Tourism Websites: the Importance of Reservation Services and Value-Added Services", Scandinavian Journal of Hospitality and Tourism, 1, No. 1, pp. 38-53.

Nysveen, Herbjørn (2003), "The Importance of Risk-Reducing Value-Added Services in Online Environments: An Exploratory Study of Various Segments of Leisure Tourism", Information Technology & Tourism, 6, No. 2, pp. 113-127.

Nysveen, Herbjørn, Methlie, Leif B. and Pedersen, Per E. (2003), "Tourism Websites and Value-Added Services: The Gap Between Customer Preferences and Website Offerings", Information Technology & Tourism, 5, No. 2, pp. 165-174.

Panagiotarakis, Nikos, Maglogiannis, Ilias and Kormentzas, George (2004), "Emerging Web-Based Services for Ship Travellers", Information Technology & Tourism, 7, No. 1, pp. 23-31.

Pitt, Leyland. F., Berthon, Pierre R., Watson, Richard T. and Zinkhan, George M. (2002), "The Internet and the Birth of Real Consumer Power", Business Horizons, 45, No. 4, pp. 7-14.

Remus, William (1986), "Graduate Students as Surrogates for Managers in Experiments on Business Decision Making", *Journal of Business Research*, 14, No. 1, pp. 19-25.

Romano, Nicholas C. and Fjermestad, Jerry Jr. (2002), "Electronic Commerce Customer Relationship Management: an Assessment of Research", *International Journal of Electronic Commerce*, 6, No. 2, pp. 61-113.

Rust, Roland and Lemon, Katherine N. (2001), "E-Service and the Consumer", *International Journal of Electronic Commerce*, 5, No. 3, pp. 85-101.

Sayadi, Samir, Gonzalez, M. C. and Calatrava-Requana, Javier (2002), "Ranking Versus Scale Rating in Conjoint Analysis: Evaluating Landscapes in Mountainous Regions in Southeastern Spain". In: *Proceedings on the 7th Biennial Conference of the International Society for Ecological Economics. Sawtooth Software SMRT Demonstration version 4.0.0 (2002).*

Shim, J. P., Shin, Yong B. and Nottingham, Linda (2002), "Retailer Website Influence on Customer Shopping: an Exploratory Study on Key Factors of Customer Satisfaction", *Journal of the Association for Information Systems*, 3, Article 3, September, pp. 53-76.

Sivadas, Eugene, Grewal, Rajdeep and Kellaris, James (1998), "The Internet as a Micro Marketing Tool: Targeting Consumers Through Preferences Revealed in Music Newsgroup Usage", *Journal of Business Research*, 41, Issue 3, pp. 179-186. SPSS, *Conjoint 8.0 Manual (1997).*

Sterne, Jim (1996), *Customer Service on the Internet: Building Relationships, Increasing Loyalty, and Staying Competitive*, 2nd Ed., New York: John Wiley and Sons.

Storbacka, Kaj, Strandvik, Tore and Grönroos, Christian (1994), "Managing Customer Relationship for Profit: the Dynamics of Relationship Quality", *International Journal of Service Industry Management*, 5, No. 5, pp. 21-38.

Walsh, John and Godfrey, Sue (2000), "The Internet: a New Era in Customer Service", *European Management Journal*, 18, No. 1, pp. 85-92.

Wan, C. S. (2002), "The Websites of International Tourist Hotels and Tour Wholesalers in Taiwan", *Tourism Management*, 23, No. 2, pp. 155-160.

Wang, Youcheng, Yu, Quaehee and Fesenmaier, Daniel R. (2002), "Defining the Virtual Tourist Community: Implications for Tourism Marketing", *Tourism Management*, 23, No. 4, pp. 407-417.

Wetzels, Martin, de Ruyter, Ko, Lemmink, Jos and Koelemeijer, Kitty (1995), "Measuring Customer Service Quality in International Marketing Channels: a Multimethod Approach", *Journal of Business & Industrial Marketing*, 10, No. 5, pp. 50-59.

Wittink, Dick R., Vriens, Marco and Burhenne, Wim (1994), "Commercial Use of Conjoint Analysis in Europe: Results and Critical Reflections", *International Journal of Research in Marketing*, 11, No. 1, pp. 41-52.

Woodall, Tony (2003), "Conceptualising 'Value for the Customer': An Attributional, Structural and Dispositional Analysis", *Academy of Marketing Science Review*, 12 [Available online <http://www.amsreview.org/articles/woodall12-2003.pdf>, 2005.01.11].

Yang, Xia, Ahmed, Zafar U, Ghingold, Morry, Boon, Goh Sock, Mei, Tham Su and Hwa, Lim Lee



(2003), "Consumer Preferences for Commercial Web Site Design: An Asia-Pacific Perspective", *Journal of Consumer Marketing*, 20, No. 1, pp. 10-27.

Zineldin, Mosad (2000), "Beyond Relationship Marketing: Technologicalship Marketing", *Marketing Intelligence & Planning*, 18, No. 1, pp. 9-23.