

# Gap Analysis in Customer Loyalty: A Research in 5-Star Hotels in the Antalya Region of Turkey

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**Abstract.** Today everybody knows that in balance of establishment–customer relation, customers had gained big advantage. In order to continue long-term relationships with customers understanding them, meeting their expectations, being different from rivals are important. This situation is especially vital in similiar goods and services offering establishments. For gaining advantage and being unique, offering suitable goods and services, meeting even over meeting expectations and desires of customers are needed. Customer loyalty topic had changed the ways of looking of establishments to customers. Now, establishments are trying to satisfy, make loyal their customers. Loyal customers mean financial and spiritually inputs to establishments. It is generally known that especially on tourism sector there are few researches on customer loyalty. In this context, author believes that this research will have a positive input to the related literature.

**Key words:** customer loyalty, gap analysis, hotels.

## 1. Definition and Importance of Customer Loyalty

Since 1990s loyalty topic has an increasing importance especially in marketing efforts and management applications. It's importance is emerging from decisions of customers regarding goods and services. Establishments that create customer loyalty has a big advantage among their rivals (Ruyter and Bloemer, 1999, p. 320).

Loyalty means being loyal to someone (Milliyet, 1985, p. 554). Here being loyal can be thought for persons or for establishments. If it is thought for establishments, it means being loyal of customers to their establishments voluntarily. Generally customer loyalty has a meaning of customer preferences and preference frequencies of customers (Wong et al., 1999, p. 54). In a different perspective, customer loyalty can be thought as reluctance of changing goods and services (Metiner, 1997, p. 4). Looking to customer loyalty topic solely as preference frequency will not be enough. Customer loyalty means feeling of belongingness to customers at the same time (Smith, 1996, p. 34).

When customer loyalty was examined from the establishments operating in service sector perspective, it can easily be seen that loyal customers prefer goods and services from the establishments that have positive influence on them. More than other sectors, customer loyalty has a more importance in service sector. The main differences are the difference between good demand and service demand, the more need for interaction among individuals and the existence of perceived risk related to services (Gremler and Brown, 1999, p. 273). When customer loyalty topic was examined from hotels and dining establishments, it can be experienced that loyal customers generally choose establishments that they are loyal. Even more, loyal customers can cooperate with these establishments (Shoemaker and Lewis, 1999, p. 349).

Gaining of customers advantage in establishment–customer relation, globalisation, together with hard competition, orients establishments to be different. Being different has a special advantage among rivals that offer similar goods and services. When banks, hotels, insurance companies or hospitals are thought as some examples of service establishments, it is possible to see that there are no big differences between their services. This similarity can also be seen in their pricing policies. In this context, their superiorities can be influenced from their service, satisfaction and application differences. In today's world, the establishment that meet, even over meet the expectations and desires of customers, can be evaluated as successful (Cannie and Caplin, 1991, p. 42).

Changing of customer preferences and though competition among rivals forced managers to change their marketing strategies. From manager's perspective, creating customer satisfaction as well as customer loyalty become vital. Creating customer loyalty enables decreasing marketing costs both in current and future periods of establishments. Establishments working with loyal customers will have less marketing costs than the others in publicity, personal selling and informing new customers efforts (Wong et al., 1999, p. 53).

Nowadays, developments in technology enable learning of customer expectations and preferences and orienting offering of goods and services according to them is possible both for small and big-scaled establishments. Collecting information about customers and using them make creating customer loyalty easier. Customer loyalty increases frequency and amount of buying as well as number of customers.

For an establishment, customer loyalty means the most satisfied customers with five score over 5-Likert scale. Loyal customers are over-satisfied customers. They are missionaries of establishments in their private and business life (Noe, 1999, p. 96). Here loyal customers can be evaluated as they are aware of a "value" that is offered to them by their establishments. In customer loyalty, establishment-customer relation is a long-termed relation.

In order to have long-term relation with customers, sometimes establishments can self-sacrifice from their short-term profits. Another benefit of loyal customers to establishments is “mouth to mouth publicity” in service sector. “Mouth to mouth publicity” is sharing of positive or negative impressions of customers regarding their goods and services experiences. It is generally known that “mouth to mouth publicity” has an important effect on individuals for many years. If any customer is sharing his/her positive impressions in private/business life regarding offered goods and services, this situation causes high level customer loyalty (Selnes, 1993, p. 21). In addition to this, loyal customers reference establishments to new customers (Gremler and Brown, 1999, p. 271).

## **2. Calculation of Customer Loyalty and Studies Regarding Customer Loyalty**

Without any sector differences, for all establishments increasing customer loyalty will effect both current and future financial structure of establishments positively. In creating customer loyalty, creating customer satisfaction is foremost provision. Customer loyalty generally calculated with the number of repeat guests, increases in the number of cooperation possibilities and the number of people giving references. In addition to this, examples directly reaching to people are also important. Forming focus groups, detailed interviews, questionnaires and feedbacks from customers can be given as examples (Murphy, 1995, p. 16, 22).

Calculation of customer loyalty and averages according to sectors are important. For example, for an automobile factory calculation of customer loyalty or defining the next preference of customers to the advantage or disadvantage of establishment must be known. These kind of information will have an influence on future management decisions (Reichheld, 1993, p. 64).

Changing of market situations together with increases in customer expectations focused establishments to their customers much more than ever before. Especially continuous increases of customer expectations and satisfaction need of customer have a big influence over establishments (Kandampully, 1997, p. 92). With the reflection of these developments to literature, the number of studies on customer satisfaction and customer loyalty increased year by year (Dick, 1995, p. 65). Today this tendency is still going on in all over the world. In order to build continuous relations with customers, establishments are developing new strategies and programs. According to Direct Marketing Association report, the main theme of 1997 annual conference was customer relations management (Duffy, 1998, p. 435).

Despite of increases in the number of studies regarding loyalty topic, it is possible to mention that still there are limited number of studies. Loyalty concept and results of loyalty (Jones and Sasser, 1995; Gremler and Brown, 1999) still preserve its mystery from researchers perspective (Ruyter et al., 1998, p. 436). Some of loyalty researchs are related to influence of loyalty on behaviours (Javalgi and Moberg, 1997). Customer loyalty studies are generally limited to sectors and their results couldn't be generalized (Crosby and Stephens, 1987; Cronin and Taylor, 1992; Kelley et al., 1993; Rust and Zahorik, 1993; Zeithalm et al., 1996).

In literature beside loyalty topic, it is possible to see the studies regarding influences of satisfaction and service quality on consumption preferences of customers (Newman and Werbel, 1973; Oliver and Linda, 1981; Bitner, 1990; Bolton and Drew, 1991; Taylor and Baker, 1994). Especially on services, the need for perception of service quality and models showing loyalty as a result of service quality are always mentioned (Cronin and Taylor, 1992; Boulding et al., 1993; Gremler and Brown, 1996). In literature regarding the financial support of customer loyalty for establishment is always mentioned by the researchers (Reichheld, 1993, 1996; Schlesinger and Heskett, 1991). Especially there are some studies showing that loyal customers have much more goods and services consumptions (Clark and Payne, 1994; Reichheld, 1996).

Despite the fact that generally there are close and positive relation between customer satisfaction and customer loyalty, some researches in literature show that there is no guarantee that customer satisfaction always creates customer loyalty (Finkelmann and Golland, 1990; Reichheld and Aspinall, 1994; Jones and Sasser, 1995; Mittal and Lasser, 1998).

In lodging industry there are very few studies on customer loyalty (Clark and Wood, 1998, p. 139). As in other industries, there are some studies showing that customer satisfaction will influence customer loyalty (Barsky, 1992, 1995; Dube et al., 1999; Lee and Hing, 1995).

### **3. Service Structure of Hotels**

Generally it is well-known that service sector is very important for most of the countries. As in other sectors, establishments operating in service sector are trying to find out alternative ways of being different (Tam, 2000, p. 31). There are many examples for the establishments operating in service sector. Some examples are banks, hospitals, insurance companies, hotels, travel agencies, educational institutions, entertainment establishments etc. (Cannie and Caplin, 1991, p. 9). When the activities of hotels were examined, it is possible to see that in recent years hotels are especially focused on customers with an increasing trend. Customers are in the center of their activities and feedbacks of customers are evaluated as valuable input by

hotels. Experiences of customers from their hotels have positive or negative influence on their next hotel preferences. In this context, low rate of defects and solving problems immediately are very important (Smith et al., 1999, p. 356). The main target of hotel managers is satisfying their customers with suitable goods and services, having positive references of their customers, and having repetitive customers (Ferguson et al., 1999, p. 58). When hotel-customer relation was examined, it can be said that customers have to go to the hotel and the evaluation of hotel's goods and services were made by hotel customers (Baker and Crompton, 2000, p. 788).

Nowadays hotel managers increasingly have to cope with dynamic external changing factors, customer expectations and laws. As Olsen (1996) has stated that in order to be successful, managers have to catch the opportunities in their surroundings and develop competitive strategies (Collie and Sparks, 1999, p. 23). Parker (1996) states that lodging industry will continue its popularity in the future and this situation will cause much more competition and change in the next years. In this context price, value, customer satisfaction and customer loyalty will be the most important topics that must be taken into consideration (Ingram and Daskalakis, 1999, p. 24). The main problems of hotels can be summarized as; fluctuations in touristic demand, high risk of touristic investments and low profit rates (Jeffrey and Barden, 2000, p. 179). In current hotel market, some of international hotel chains have problems because of tough competition, low growing rate, increase in population, much supply than demand in increasing market share (Tepeci, 1999, p. 223).

Whatever the accommodation reason is, it is important to show the needed interest to hotel customers. Being appreciate of hosting customers will be a suitable approach for hoteliers (Nicholls et al., 1999, p. 4). Beside offered goods and services, immediate problem solving has also effects customer's hotel evaluations. In this context hotel managers can benefit from problem solving teams with proactive approach in order to increase the quality of goods and services (Hoffman et al., 1995, p. 49).

#### **4. Creating Customer Loyalty in Hotels**

In defining customer loyalty, it is better to investigate the content of customer loyalty applications. Customer loyalty applications will cause some costs. In creating customer loyalty the general suggestion for hoteliers is orienting to profitable loyal customers in current and future applications. Among the possible ways of customer loyalty efforts of hoteliers offering financial benefits or building a sensible relations can be given. Here the most preferred one is building a sensible relations with customers. This effort will cause long-term relations and give an advantage of hardly losing customer possibility against rivals. In addition to this,

creating sensible relations can not easily be copied by rivals. Hoteliers generally prefer offering financial benefits in creating customer loyalty. In fact with this application, they take the risk of losing their customers easily. Instead of offering financial benefits, building a sensible relations will have more, continuous and positive effect on customers (Metiner, 1997, p. 28). There is much risk of finishing relations with customers in financial benefit offerings.

“Benefit” and “trust” have an importance in creating customer loyalty from hotel’s perspective. Among the benefits that a hotel can offer to its customers are; offering a luxury room with standart price, behaving elastic during check-in etc. Trust examples are; obeying to the commitments, creating of being trustable among the customers, realizing the commitments, being correct in reservations and bills etc. Hotel managers must realize their commitments and show the needed interest to their customers in order to create “trust” feeling.

From hotel’s perspective, it can be mentioned that with relational marketing approach, creating customer loyalty, customer satisfaction and meeting of customer expectations have increased. Especially since 1990s relational marketing has taken the place of traditional marketing. Relational marketing has a scope of developing long-term relations with customers. Increasing productivity and decreasing costs enable of having more frequent and close relation between establishments and customers (Foster and Cadogan, 2000, p. 185).

Developments in technology enables suitable conditions in customer-hotel relation in relational marketing. Individual and speedy service is possible for customers (Bejou and Palmer, 1998, p. 7). Now, meeting and over meeting of customer expectations, giving efforts in relational marketing and forming long-term relations with customers are more easier (Marshall and Javalgi, 1995, p. 60).

Relational marketing can be evaluated as a strategical approach with its keeping current customers in hands, forming closer relation with them and increasing work volume aspects. The main points of relational marketing are; showing proximity and offering attractivenesses. In practising relational marketing, the important factors can be summarized as follows (İnal and Demirer, 2001, pp. 26, 27);

- customer focusing,
- offering additional benefits to customers,
- pricing that create customer loyalty,
- recruiting personnel that will have good communication with customers.

From hotel’s perspective, before going on relational marketing, defining of hotel processes, market conditions, distribution channels, customer expectations and goods and services offerings are needed (Owens, 2001, p. 1).

In relational marketing mutual sharing and location of “value” concept are important both for hotels and customers (Kotler, 2000, p. 37). First step of creating customer loyalty is meeting of customer expectations. Today for most of hotel managers defining customer expectations is one of the main targets, but the number of hotel managers are very few that have real research on loyalty. Normally defining loyalty clearly and trying to realize expectations of customers are needed. For expectations, real clues can be taken from customers. Learning of needs, why are they needed? What are the perceptions about goods and services subjects are important and the answers for them can create superiority to hotels in tough competition. In order to create customer loyalty, it will be useful for hotel managers to be in a customer focus, giving commitment for realizing the expectations, offering needed goods and services, calculating performances of whole hotel and its departments, having interaction with customers, having all inputs of personnel in hotels and bonusing them always (Cannie and Caplin, 1991, pp. 20, 21).

In creating customer loyalty recognizing of customer, learning of their preferences and special and important dates, it is possible to benefit from informations of customers in prior stays. In this context, forming of data base will be useful. From this data base the needed, updated information can be received and be used for future stays. In a detailed database some examples can be preferred room type, paid amounts, extras, food and beverage preferences, date of born, marriage date and hobbies (Siguaw and Enz, 1999, p. 69). Updating and entering of new information to the database are as important as having a data base in hotels. In evaluating customer informations, updating of information and supports of hotel managers will enable offering better goods and services. Based on these information, hotels can offer individualised services to their customers and can reach to the needed information without any time and place limitation. It can be naturally said that, hotels with data base possibilities will have more advantage than the ones that don't have (Dawes and Worthington, 1996, p. 37). The efforts of hotel managers in receiving customer informations will be appreciated by hotel customers. In addition to this, this efforts will may cause feeling of “giving value” in customers and this feeling cause feeling of “giving value” in customers and this feeling can effect their future stay decisions positively (Kivela et al., 1999, p. 228).

Hotels are offering many aspects to their customers, and every aspect will have different influence on customers. Customers generally prefer hotels that suitable for them. If a hotel has low demand, beside many factors affecting this situation, being not a suitable hotel because of its aspects can be an important reason. Among important aspects; educated personnel, speedy service, security precautions, outside and inside architecture, decorate, numbers of stars, image, view, sportive activities, silence, parking

possibilities are generally important (Akmel and Kurt, 1995, pp. 138, 141). In creating customer loyalty having customer information can be costly, but usefulness of this information will be much more than its cost in the long-term. From hotel's perspective going on with current customers will have less cost than finding new customers (Limehouse, 1999, p. 101). Another factor that is important in creating customer loyalty is "human" factor in service industries. Labour intensive side of service industry makes human relations important. In order to have success; recruited personnel must dedicate himself to his work, must know how to deal with customers, must be successful in human relations and must like the job (Kızılırmak, 1996, p. 173). Among the customer preferences; being cheerful, professional and honest are the most important ones (Dube et al., 1999, p. 85).

Intensiveness, diversity and inconcrete aspects of customer-hotel personnel relation has an important influence on hotel evaluations of customers (Mattila, 1999, p. 42). Especially the personnel who has direct face to face communication with the customers are the ones that influence image of hotel positively or negatively (Karapınar, 1994, p. 4). Physical conditions and equipments of a hotel can be perfect, but personnel problems can easily change positive atmosphere and make hotel fail (Nicholls et al., 1999, p. 7). Common time periods, common experiences, benefiting from personnel as an information source make customer-personnel relation intensive (Siuet et al., 1997, p. 51). Meeting even, over meeting expectations of customers and attracting them are all important. In this context, successful personnel must be awarded by hotel awarding system (Ferguson et al., 1999, p. 59).

In order to influence customer-personnel relation positively and being customer focused, empowerment of personnel is needed. Without empowerment, it is possible to experience problems and barriers that need empowerment. Empowerment will make problem-solving easier (Clark, 1997, p. 147). Increasing of trust and loyalty degrees of personnel can be added as another benefit of empowerment. Generally in hotels it is easy to see the problems related to empowerment. Generally power is on manager's hands. For empowerment examples, an example can be from Ritz Carlton hotels. They empowered their personnel and organized self-directed working teams that make relations elastic (Dube et al., 1999, p. 22). Practices of hotels influence both hotel customers and hotel personnel directly. Personnel that feels the support of management behind will be more loyal than the others that they have not. Hotel personnel will easily reflect his loyalty to hotel customers. Today, depending on close relations with personnel, it is possible to see many customers that are changing next stays according to their friends (hotel personnels!). When a personnel changes his/her hotel, a customer can easily change the same hotel as well (Reichheld, 1993, p. 68).

## **5. Gap Analysis in Customer Loyalty: A Research in 5-Star Hotels in the Antalya Region of Turkey**

### **5.1. AIM AND IMPORTANCE OF THE RESEARCH**

With the researches on customer loyalty in hotels, it is possible to investigate evaluation of goods and services by customers and factors influence customer loyalty. The optimum frequency of this kind of researches can be suggested to be done once in a year or three times in a year. Despite the financial and spiritual benefits of customer loyalty to hotels, there are few studies and researches on this topic. In reality customer loyalty studies or researches will be helpful in investigating the loyalty concept, problems and customer expectations. In this research gap analysis was made in order to define the performance of hotels on the topics that hotel customers give importance.

### **5.2. LIMITATIONS OF THE RESEARCH**

Limitations of the research can be defined as follows;

- The research was limited with only five 5-star hotels operating in the Antalya Region of Turkey. For the author it is nearly impossible to have data from all 5-star hotels operating in the region.
- This research was made to both local and foreigner tourists in Turkish, English and German languages without any nationality differences. For future researches in order to increase the data, may be it will be better to benefit from different questionnaires in different languages beside Turkish, English and German languages.
- Because of the high number of the questions and the involuntary behaviours of hotel customers to the questionnaire, the rate of return of questionnaire was less than expected, but some of the hotel managers and hotel customers in the sample have mentioned that they are very appreciated to be in the sample.
- In this research perceived values, aims and expectation components of service relations model were omitted from the questionnaire in order to prevent misunderstandings of sampled hotel customers.

### **5.3. RESEARCH SAMPLE**

The research sample consisted of five 5-star hotels operating in the Antalya Region Of Turkey. At the beginning of the research for every 5-star hotels, 100 questionnaire were distributed by random sampling and the total number of questionnaire that were distributed 500. This was done because as mentioned before, for the author it is nearly impossible for

the author to have data for all hotel customers. About 200 questionnaires were answered by the sampled hotel customers. So, the rate of return was 40%. It can be said that this rate was reasonable when literature regarding customer loyalty was examined. Normally in other loyalty researches to increase the number of sample, financial bonuses were given, but despite financial bonuses the rate of returns were still low (or less than expected). During the reesarch none of the hotel managers accepted to offer financial bonuses for the sample.

#### 5.4. COLLECTION OF DATA

In the research, data were collected from 200 hotel customers in the sample by the help of questionnaires in Turkish, English and German languages. The research was done between 06.10.2001 and 21.01.2002. Of five 5-star sampled hotels, four of them were in Antalya city center and one of them is in Kirib7 location. The research period was suitable especially for the repeat guest's period.

#### 5.5. THE QUESTIONNAIRE

To obtain data, questionnaire technique was used. The questionnaire was mostly based on the questionnaire that was formed by John T. Bowen and Stowe Shoemaker in New York and California for luxury hotels (Bowen and Shoemaker, 1998, p. 17). The questions were based on service relations model components. In relational marketing approach, Morgan and Hunt (1994) developed a model. Trust and commitment components were in the center of this model. Later Bowen and Shomaker (1998) examined Morgan and Hunt's model and Gundlach, Achrol and Mentzer's studies and formed service relations model. Among the main reasons of benefiting from service relations model are;

- Using of seven Likert scale in the questionnaire and,
- Prior-tested advantage of the questionnaire.

In the research the questionnaire was based on John T. Bowen and Stowe Shomaker's questionnaire, but by author some of the questions were omitted and some of new questions were added that will be suitable for the sampled 5-star hotels.

In order to see the perception of customers in the sample, pre-test of the questionnaire was made. In this context, of five 5-star hotels in the sample, in one of them a pre-test of the questionnaire was made with 50 customers in English language. Pre-test of the questionnaire showed that it will be better to have little changes in the questions according to five different 5-star hotel's goods and services in the sample. Pre-test also showed that it

will be better to form the questionnaire in Turkish and German languages beside english version.

During the questionnaire period supports of front office managers and public relations managers were taken. Before the questionnaire period, the author had explained the importance of customer loyalty, the suitable time and location in the hotel for the questionnaire, benefits of face to face answering the questionnaire to all front office managers and public relations managers in the sampled hotels. Also all manager's valuable decisions and experiences regarding customers were taken into consideration by the author before starting to the questionnaire.

#### 5.6. DATA ANALYSIS

All data taken from the customers in the sampled hotels were evaluated in SPSS 10.00 statistical programme. The findings were given in tables.

#### 5.7. GAP ANALYSIS IN CUSTOMER LOYALTY

Gap analysis in customer loyalty consists of performance evaluation of sampled hotels on the important topics for hotel customers. The findings can be seen in Table I and. In addition to this, Table II shows the important topics for hotel customers. Analysing the difference between these two tables (Tables I and II) will show the gap on important topics in order to create customer loyalty. In this context, using Tables I and II, Table III was formed.

As seen from the Table III, sampled hotels can be evaluated as successful in using information from prior stays to customize services, recognizing of customers when they arrive at the hotel. Again with lower scores, sampled hotels can be evaluated as successful in asking if the customers like to make reservations, if the hotel is likely to be sold out at a time they normally visit. The topics that have (–) sign in Table III show the gaps of sampled hotels. In this context it can be said that providing upgrades when available, requesting a specific room and expedition of the registration process when the customers return to the same hotel are the topics that have minor gaps. For these topics it will be useful to take the needed precautions by sampled hotel managers.

### 6. Results and suggestions

- According to the customers in the sample, related to offering benefits sampled hotels have some deficiencies except using information from prior stays topic. Expedition of the registration process when the

Table I. Service relations model components

	Cronbach's alpha	N	The highest (7)	The two most highest (6-7)	Average
<b>Cost aspects</b>	0.7033				
To me, this hotel offers good value for the price		193	33.2	52.4	5.09
I feel the room rate that I receive will always be fair in the hotel		185	36.8	53.6	5.43
<b>Changeable costs</b>					
The costs in time, money and effort of switching from this hotel to another hotel are high		164	32.9	41.4	4.46
<b>Commitment aspects</b>	0.5794				
If I notice something wrong with my room after check in, I will let the hotel's management or employees know about the problem		194	66	74.2	6.18
When I return to the area where this hotel is located, I might or might not stay in this hotel...7: will definitely stay in this hotel		190	50.5	63.7	5.48
If I saw an idea that I liked at another luxury hotel, I would share this idea with this hotel's management or employees		187	26.2	39.6	4.61
I'm more likely to tell management about problems that occur in this hotel than in other hotels		196	44.4	57.2	5.51
If there are problems with this hotel, I will work jointly with them to improve the situation		186	45.2	59.2	5.55
Occasionally I think of ending my relationship with this hotel		185	9.7	18.3	2.89
<b>Benefits</b>	0.8473				
When I return to this hotel, I expect my registration process to be expedited		180	20.6	33.4	4.12
This hotel uses information from my prior stay to customize services for me		175	35.4	51.4	5.15
To show their appreciation for my business, this hotel provides me with occasional upgrades and/or gifts		178	25.8	33.7	4.35

The staff in this hotel recognizes me when I arrive	184	34.8	45.1	4.74
If I arrive 2 hours before the normal check in time, an the hotel knows these are my plans, my room will be ready	177	27.7	39	4.99
The relationship I have with this hotel is based on mutual benefits	174	35.1	45.4	5.13
If I request a specific room from the hotel, I will always be able to receive it	178	26.4	37.1	4.76
If this hotel is likely to be sold out at a time I normally visit, someone from the hotel call me to see if I want to make a reservation	173	24.3	32.4	4.65
Trust components				0.6712
I always feel safe at this hotel	193	48.2	61.2	5.82
The management of this hotel know the luxury hotel business	186	45.7	62.4	5.70
I feel comfortable leaving business papers and/or valuables in my room at this hotel	183	41	49.7	5.49
If I ask something to the management or an employee in this hotel I feel they will be truthful with me	189	38.1	54.5	5.43
If I make a request at this hotel, no matter how trivial that request is, I'm sure it will get done	188	41	54.3	5.52
I feel that any communication, including reservation with this hotel will always be accurately received and recorded or filed	180	39.4	54.4	5.46
When an employee at this hotel says that they will do something, I'm sure it will get done	183	38.3	55.2	5.57
If I ask the front desk to arrange for an airport limousine at 3:00 pm, I know the limousine will be waiting for me at 3:00 pm	178	41	50.6	5.83
The relationship I have with this hotel is based on trust	173	37.6	56.8	5.46
I have to go over my bill carefully at this hotel to look for charges for products and services I haven't used	179	22.9	39.7	4.67
Sometimes I have to exaggerate a problem in order to get what I need from this hotel	175	22.3	31.4	4.25
Definiteness				0.8173
I'm certain the service I received on the last visit will be the same on the next visit to this hotel	190	38.9	54.2	5.21
I know my reservation will always be in order when I arrive at this hotel	184	41.3	54.9	5.35

Table I. Continued

	Cronbach's $\alpha$	$N$	The most highest (7)	The two most highest (6-7)	Average
Opportunital behaviour					
In the future, I will only stay at this hotel, if its room rates are the same or lower than other luxury hotels		173	36.4	52	5.31
Voluntarily cooperation	0.7819				
I would allow my name and positive comment I made about this hotel to be used in an advertisement		182	35.2	47.3	4.88
When the topic of hotels comes up in conversations, I go out of my to recommend this hotel		190	50	63.7	5.81
I would not be willing to serve on a customer advisory board for this hotel		164	30.5	39	4.54
I take pride in telling business associates and/or friends that I stay in this hotel		180	45	57.8	5.59
I will try to discuss any primarily hotel-related problems with management of this hotel		170	45.7	62.3	5.16
Using of different variables					
Room service		184	41.8	59.7	5.69
Restaurants		188	50	67.6	5.88
Concierge		180	46.9	59.5	5.73
Meeting rooms		162	42.8	57.8	4.99
Fitness		165	30.3	45.5	5.21
Animation		165	31.5	50.3	5.33
Technical service		165	31.5	41.8	4.98
Security		173	44.5	57.2	5.44
Gardens		172	61	70.3	6.01

Table II. Important topics for hotel customers in creating customer loyalty

	N	The most highest (7)	The two most highest (6-7)	Average
Providing upgrades when available	173	31.2	43.9	4.99
Having check in and check out at a time that suits you in this hotel	174	32.8	47.2	5.09
Using information from your prior stays to customize services for you	166	26.5	41	4.87
Requesting a specific room in this hotel	169	28.4	43.2	4.96
In the hotel communicating of employees that your problems are of important to them	167	31.1	43.1	5.04
Expedition of your registration process when you return to this hotel	166	21.8	39.2	4.75
Recognizing of you by name by staff	165	22.4	32.7	4.33
Recognizing of you when you arrive at the hotel	165	27.3	43.7	4.69
Asking if you like to make a reservation, if the hotel is likely to be sold out at a time you normally visit	158	24.1	33	4.56
Offering technologically equipped guest rooms so the room can become an office	150	23.3	33.3	4.65
Providing you with occasional gifts by the hotel	153	23.5	32	4.52
Helping you with all other reservations at the time of making your room reservation	151	23.8	33.7	4.66
Providing programs for children	149	24.8	38.9	4.77
Sending out newsletters from the hotel	154	22.7	44.4	4.59

Table III. Gap analysis

Aspects	The highest hotel's performance (7) (%)	The highest important topics (7)	Gap
Providing upgrades when available	25.8	31.2	-5.4
Requesting a specific room in this hotel	26.4	28.4	-2
Asking if you like to make a reservation, if the hotel is likely to be sold out at a time you normally visit	24.3	24.1	0.2
Using information from your prior stays to customize services for you	35.4	26.5	8.9
Recognizing of you when you arrive at the hotel	34.8	27.3	7.5
Expedition of your registration process when you return to this hotel	20.6	21.8	-1.2

customers return to the same hotel, providing upgrades or occasional gifts when available, recognition of customers when they arrive at the hotel, offering rooms even in case of early check in times, possibility of requesting a specific room in the hotel and asking if the customers like to make reservation if the hotel is likely to be sold out at a time they normally visit are the topics that can be mentioned among the expected benefits by customers from the sampled hotels. Regarding benefits, it is important to learn the costs of benefits in order to continue long term relations with customers.

- It can be said that customers in the sample are generally satisfied from room services, restaurants, consierge, meeting rooms, animation programs, hotel securities and gardens. Only in fitness and technical service it would be better to serve more politely.
- Nearly half of the customers in the sample stated that providing upgrades when available, having check-in and check-out at a time that suits to customers, using information from customer's prior stays to customize services for them, requesting a specific room, communicating of employess that customer's problems are of important to them, expedition of customer's registration process when they return to the same hotel, recognizing of customers by name by staff, recognizing of customers when they arrive at the same hotel, asking if customers like to make a reservation, if the hotel is likely to be sold out at a time they normally visit, offering technologically equipped guest rooms so

the room can become an office, providing customers with occasional gifts by the hotel, helping customers with all other reservations at the time of making their room reservation, providing programs for children and sending out newsletters from the hotel are important topics in increasing loyalty. It can be said that the more sampled hotels meet these expectations, the more they will have loyal customers.

- According to the gap analysis in the research; on providing upgrades when available, requesting a specific room in the hotel and expedition of registration process when they return to the same hotel sampled hotels have gaps.

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