

The Effects of Customer-Centric Marketing on Sustainable Customers' Centricity and Satisfaction in the Egyptian Hotels

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آثار التسويق المتمحور حول العميل على التركيز المستدام للعملاء ورضاهم في الفنادق المصرية

الملخص

يتعين على الفنادق المصرية حماية وزيادة حصتها في السوق من خلال خلق رضا العملاء من خلال استراتيجيات التسويق التمركز "المتمحور" على العميل للتسويق الفعال التي تركز على العملاء مثل السماح للعملاء بتخصيص خدماتهم وفقاً لاحتياجاتهم ومتطلباتهم الشخصية باستخدام الأدوات الإلكترونية وتخصيص الاتصالات والتسويق لكل منهم عميل فردي. رضا العملاء مهم بشكل خاص للفنادق اليوم. تهدف الدراسة إلى توضيح تأثير التسويق التمركز "المتمحور" على العميل على رضا العملاء المستدام في الفنادق المصرية.

وأظهرت النتائج أن عمليات خدمة الفنادق هي عامل رئيسي للعملاء" الرضا وأهمية توجيه العملاء وأهمية ممارسات التسويق التمركز "المتمحور" على العميل لرضا العملاء. تحتاج الفنادق المصرية إلى مزيد من العناية فيما يتعلق ببرامج الولاء الفندقية ؛ تحتاج الفنادق إلى مزيد من العناية فيما يتعلق بتحسين رضا العملاء. يجب أن يولي الفندق للضيف اهتماماً فردياً. يجب أن تلبي الخدمات توقعات النزلاء وتتجاوزها. تحتاج الفنادق المصرية إلى المعلومات ذات الصلة والكافية وفي الوقت المناسب حول الجوانب المختلفة لعملائها لتتمكن من تخصيص المنتجات والخدمات للاستجابة لاحتياجاتهم الخاصة. يعتقد غالبية المستجيبين أن ممارسات التسويق التمركز "المتمحور"

على العميل بواسطة الفندق يلعب دوراً رئيسياً في التأثير على اختيارك لهذا الفندق.

التوصيات: يجب أن يكون التمركز حول العملاء ورضا العملاء من الأولويات الأساسية لممارسات التسويق المرتكز "التمركز" على العميل ؛ يجب أن تكون احتياجات ومتطلبات ورغبات ومركزية الضيف هي الأولويات الأولى لتطبيق ممارسة التسويق المرتكز "التمركز" على العميل ؛ تحديد العوامل والعناصر التي من شأنها زيادة رضا العملاء من خلال برامج التسويق المرتكز "التمركز" على العميل ؛ يجب أن يكون لدى الفندق استجابة سريعة لأي ملاحظات سلبية من أجل الحفاظ على التسويق المرتكز "التمركز" على العميل جيدة مع ضيوفهم ؛ الاستفادة من التكنولوجيا المتاحة لتعزيز جوانب واستراتيجيات التسويق المرتكز "التمركز" على العميل من خلال الحرص على توفير المعلومات عن العملاء.

الكلمات الأساسية: التركيز على العميل - التسويق المرتكز "التمركز" حول " على العميل- رضا العملاء.

Abstract:

The Egyptian hotels have to protect and increase market share through creating customers' satisfaction through effective Customer-Centric Marketing "CCM" strategies such as permitting customers to customize their own services to their personal needs and requirements using electronic tools, personalizing communications and marketing to each individual customer.

Customers' satisfaction is particularly important for hotels today. The study **aims** to clarify the effects of CCM on sustainable customers' satisfaction in the Egyptian hotels.

Results showed that Egyptian hotels need more care regarding hotel loyalty programs; Hotels needs more care regarding improve the customers' satisfaction. Hotel should give the guest individual attention. The hospitality services should meet and exceed guest expectations. The Egyptian hotels need the relevant, adequate and timely information about the different facets of their customers to be able to customize the products and services to respond to their specific needs. The majority of the respondents think CCM practices by the hotel plays a major role in influencing your choice for this hotel.

Recommendations: CCM and Customer' satisfaction should be the core priorities of the CCM practices; Guest' needs, requirements, desires, and centrality should be the first priorities of applying CCM practice; Identifying the factors and elements that would increase customer' satisfaction through CCM programs; Hotel has to have quick response for any negative feedback in order to maintain good CCM with their guests; Utilizing available technology to enhance

aspects and strategies of CCM by taking care to provide information about clients.

Key words: Customer Centricity-Customer-Centric Marketing (CCM) - Customers' Satisfaction.

Introduction

Johnson and Clark, 2005; Kan and Nasheel, 2019 defined Satisfaction as the results of the guest's evaluation of a service, which is mentioned to as observed service quality, and can be signified, remain from delight to exciting dissatisfaction. Kotler, 2014 added that Satisfaction is a person's feelings of pleasure or dissatisfaction resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations.

Marketing established and created real value for guests. Marketing is more important than ever because of the extra production capacity. Marketing has become the answer to how to compete on a basis other than price. Needs vision, vision requires strategy, requires strategic plan, and requires action plan. The marketing plan consists of steps: analyzing conditions and tactics (short goals), strategy (long-term goals), tactics, conditions, and control (Kotler, 2003; Kotler, 2010; Charles *et al.*, 2016).

Niinen *et al.*, 2007; Kumar and Reinartz, 2016 showed that marketing is called to capitalize on the emerging new tools and to improve the relationship between hotels and guests towards adding value, improving service and ultimately contributing to the profitability of enterprises.

Consumer centric marketing (CCM) is a new trend in marketing aims to streamline data used by hotels to improve guest satisfaction.

Rihova et al., 2018 advised **classifying** particular types of value in order to find out what guests' needs to improve customer participation: Social, Emotional, Functional, Epistemic and Conditional. Consumer value typology: efficiency, rank, spirituality, respect, excellence, play, aesthetics, and ethics.

CCM is a marketing tactic where hotels focus their marketing strategy around the guest experience (Kuei and Madu 2003; Chavez et al., 2016).

The study **aims** to clarify the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels. In order to achieve the research aim, this current study specifically seeks to achieve the following research objectives: To determine the effect of CCM practices "Customer-orientation- Service processes- Internet based communication tools- Employees' knowledge on the strategies- Loyalty program" on the sustainable customers' centricity and satisfaction. To rank the guests' vision regarding the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels.

Customer Centricity

Yeung et al. 2018 stated that as the hospitality world come to be more and more multifaceted, firms must deal with a variability of challenges including the fact that customers have become **more experience**, demanding, expecting on-

time delivery, high quality level of hospitality services and good prices. While Smirnova *et al.*, 2017 saw that customer centricity “*is the general alignment towards guests’ satisfaction as a priority in hotels decision-making*”.

Youssef *et al.*, 2018 added that guest’ centricity has become dominant to hospitality success with other factors like technology and knowledge. Hotels cannot rely on novel services only they must route to aggressive customer-centric strategies to attain competitiveness.

Customer-centricity can’t be achieved overnight (Mathies *et al.*, 2014). Mathies and Gudergan, 2007; Gummesson, 2008 advised to build a customer-centric culture: Build voice of guest-program. Work as a team. Create a common understanding. Be transparent. Hearing the guests’ voice can be a strong tool to success. Bring feedback from online into the physical space of your office. Set the SMART targets. Recognize the impact of all corporate functions and share the importance with the whole hotel. Improve the employee experience. Happy staff is proud staff which delivers excellent customer service. Create new value for your guest. Listen to your guest. Celebrate all successes.

Concerning the Guest’ centricity, Chavez *et al.*, 2016 asserted that it empowers the hotel to target the right customer with the right distribution channel and right service at the right time. It also helps to obtaining high-value customers and keeping them coming back.

Niininen *et al.*, 2007 pointed out that hotels focusing on the affiliation between the hotel and its individual guests are embracing the soul of the marketing concept. The

development of Information Communication Technologies (ICT) is changing communication between guests and hotels.

Customer-Centric Marketing and Information Communication Technologies

Kumar *et al.*, 2016^b showed that **technology myopia** can be an attractive way to reorganize guest service. CCM is a philosophy, and method that needs to be adopted and promoted through the guest. Technology can enable hotels to improve their internal productivity and value, as well as to improve guest services (Namasivayam *et al.*, 2000; Kandampully, 2006).

According to **Haumann *et al.*, 2015; Viswanathan *et al.*, 2016;** **Kuma *et al.*, 2016** some of ICT advantages are that it **enabled** marketing and Technology. It also offers the possibility to provide personalized products and services at competitive prices. CCM relates to mass/segmented marketing allowing the guest to customise his purchase by ‘mixing and matching’ different elements of the tourism product the online connections can improve the service. Moreover, a deep relationship with the guest may arise by using electronic media to facilitate communication. A ‘cyber relationship’ may also emerge between hotels and guests when the potential guest is allowed to customise their purchase through the Internet.

Kumar *et al.*, 2016^b added that **mobile** applications will support CCM as guests will progressively be able to interconnect favorites electronically to hotels where they are. For example guest room will feature a customized welcome message including the guest’s favorite picture, favorite

music. Room temperature is automatically adjusted to guest preference.

Haumann et al., 2015; Marques et al., 2016 saw that the spreading of information and communications technology (ICT), as well as the changes in guest attitude and behavior, has influenced hospitality and hotels. Hotels have shown development in the use of ICTs because of the wide range of technological applications and the vital influence hotels have in achieving competitive advantage.

Marques et al., 2016 added that by refining the online quality offered by hotels with a tailored online service and an improved service productivity, reducing search and transaction time and bargaining costs, building guest loyalty, the guest perceives more value in the service provided by hotels.

Finally *Niininen et al., 2007* said that the CCM is based on a helpful cycle of learning from guests - offering guest services with higher perceived value - allowing the guests to take the driving seat in designing the product features - increasing guest life time value.

CCM and the Guest Information Matrix

According to Minghetti, 2003, The Guest Information Matrix is:

(1) Front-line data; (2) Spontaneous data; (3) Behavioral data; Moreover, Personal information; (B) Information on all facets of the hotel; (C) Guest complaints and recommendations.

The Importance of Customer-Centric Marketing

Sheth *et al.*, 2000; Mathies and Gudergan, 2007; Mathies *et al.*, 2014 stated that the end benefits of CCM are (1) guest will feel a better connection with your hotel, (2) costs decrease, (3) increase revenues and (4) grow of the hotel brand perception in the market. But Minghetti, 2003 adopted the hotel's point of view that a cost-benefit analysis is then required: Technology; Time; Human resources; Training and motivation; system reorganization of internal procedures e.g., booking, etc.) .

Miller, 2012; Talita, 2018 viewed that the market encourages hotels to apply a customer-centric perspective on their propositions and reinforces that those explicit selling messages, brand-centric, disruptive approaches are irrelevant for today's buyers.

Customer choice accountings for fairness effects are experience, knowledge, semantic presentation, contextual offerings, perceived justification and future availability (Mathies and Gudergan, 2007).

Talita, 2018 wrote that consumer centric business activities will highly impact overall business performance. It is clear to note that each segment as well as the overall concept is guest centric. A commonality across all cases is the reinforcement that, for a marketing strategy to be functional, it has to greatly consider guests as participants and co-creators of value with the brand.

Muriithi, 2015 mentioned that CCM Practices are:

1. Customer' orientation
2. Service processes
3. Internet Based communication Tools

4. Employees knowledge of the strategies
5. Loyalty programs.

Rihova *et al.*, 2018 advised identifying specific types of value (social, emotional, functional, epistemic and conditional) in order to find out what guests' needs are and to determine how a specific product or service offering fulfils these needs. Consumer value typologies are "efficiency, excellence, status, esteem, play, aesthetics, ethics, and spirituality".

Customer-centric marketing: The key challenges in the Hospitality Sector

Kearns, 2010; Gihan and Kozmal, 2015 showed that adopting a CCM is not an easy task, namely until now most of the establishments were consuming product-centric marketing policy, in command to emphasis on cumulative incomes. But if we think about it, the hospitality industry has always been more guest-centered than any other business sector. There are many challenges limiting the CCM, but with the accurate mindset and effort, it is probable to take its profits and gain a competitive benefit to satisfy the guest needs. CCM is the most important characteristic in establishing a truly "digital-native" culture. And yet, a very small number of hotels have managed to effectively change their marketing approach to serve the guests' needs and desires. Keeping in mind that you know and understand the guests is the key to success.

- 1- Adopting digital philosophy means that they automatically become customer-centric hotels.

2- Missing technologies to manage data: The absence of adequate technologies to achieve data is a great problem for hotels.

3- Insufficient expertise in data analytics: if employees don't trained well, it is impossible to take full benefit of it (Gihan and Kozmal, 2015; Kumar *et al.*, 2016^b).

Customer' satisfaction

Satisfaction is the sum of one's feelings toward a diversity of influences affecting that condition (Liang, Yan-Mei, 2008). Satisfaction is fundamentally a function of past experiences and current experiment (Penny and Judy, 2008). **Kotler and Armstrong, 2004 added that in order to develop a guest' satisfaction program:** Identify your product or service. Measure guest pleasure ranks. Link fulfilments levels to key guest behavior. Recognize and appliance actions that will recover guest' satisfaction. Track results; Guest's satisfaction is an important element in marketing. Satisfaction can be thought as the extent to which a service's perceived performance matches a guest expectation (Kotler and Armstrong, 2006; Nataraj and Rajendran, 2018).

Hill *et al.*, 2007 asserted that Satisfaction covers both guests' expectation and product as well. Guest' satisfaction is a degree of how well products and services meet or exceed the customer's expectations. If the hotel services match guests' expectation, the guest is satisfied; if it exceeds them, the guest is highly satisfied; if it falls short, the guest is dissatisfied. On the other hand, from the hospitality industry's point of view, service could also have been included. Generally, guest satisfaction is the feeling of guest

who has experienced the hotel service and then the judgments of satisfaction or dissatisfaction are made. There is no doubt that every single enterprise wants to keep their guests satisfied (Tong, 2015; Chavez *et al.*, 2016).

A Conceptual Framework for the effects of Customer-Centric Marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels

Guest' satisfaction initial processes based on the theoretical ambiguity surrounding (CCM) – informed guest' satisfaction, develop an integrative framework incorporating these theoretical entities, thus taking a step toward their conceptual consolidation.

The purpose of the research is to investigate the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels. To achieve the research aim, this study has five objectives: (1) to identify the CCM practices and applications in the Egyptian hotels. (2) To identify the guests' satisfaction rates and their relations to CCM practices and applications in the Egyptian hotels. (3) To determine the effect of CCM Practices "Customer' orientation - Service processes- Internet based communication tools- Employees knowledge on the strategies- Loyalty program" on the sustainable customers' centricity and satisfaction. (4) To investigate the managers and head departments' perceptions towards the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels. (5) To establish a set of recommendations and suggestions in order to adequate the CCM practices and applications to improve

hotels services in order to insure higher rate of satisfactions and sustainable sustainable customers' centricity and satisfaction in the Egyptian hotels. The practical objectives were achieved in this part to address the overall aim of the research through different techniques and methods. Data and information found in the present research were analysed and discussed in accordance with the stated objectives. The tools used were as follows:

- (1) Survey study.
- (2) Guest' questionnaire.

This survey was done through online , google drive, social media (Facebook, E- Mails), telephone calls, Egyptian Hotel Association guide, the internet (trip advisor) and field visits to the investigated hotels in order to find out the open hotels of total hotels in Egypt during the research period.

Moreover, the survey was done to magnitude applying of CCM, also collect the guests, head departments and managers comments from some hotels as well as the academic advices to use it as guide to prepare the guest' questionnaire .

Convenience sample is a group of subjects selected because of availability through two main guides [1] Egyptian Hotel Association (EHA) Guide (2020). [2] Egyptian Tourism Federation: The Procedures Taken by the Egyptian Tourism Federation to Confront the Emerging Corona Virus to Support the Tourism. Include safe Operation Certificates: It also guarantees obtaining a certificate of safe operation foreign tourism (Ministry of Tourism and Antiquities, as well as the Egyptian Hotel Establishments Room, 2020^{A*}). [3]

The trip advisor to rank the best five star hotels in Egypt during the research period as well as find out the hotels in operation (Trip Advisor, 2020); (Hotels.com); and (Home to go, 2020).

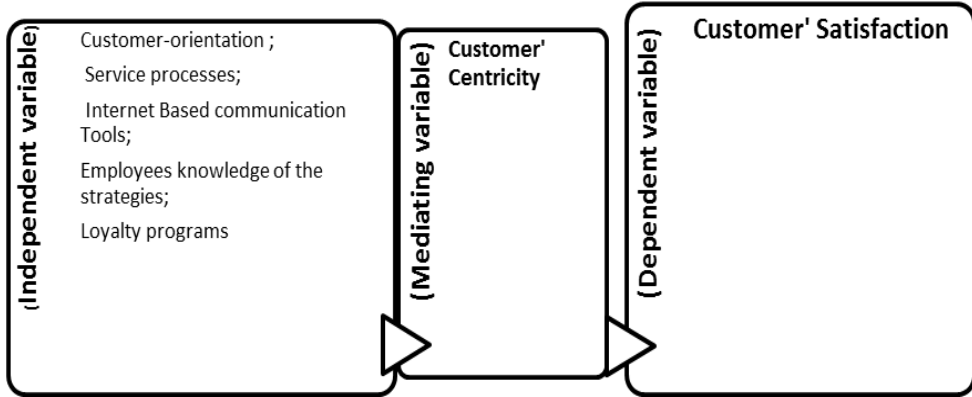
In terms of guest' questionnaire; studying the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian Hotels; To identify the CCM practices and applications in the Egyptian hotels through (1) to identify the Guest' satisfaction and their relations to CCM practices and applications in the Egyptian hotels. (2) To determine the effect of CCM Practices "Customer' orientation - Service processes- Internet based communication tools- Employees knowledge on the strategies- Loyalty program" on the sustainable Guest' satisfaction. (3) To establish a set of recommendations in order to adequate the CCM practices in order to insure higher rate of sustainable guest satisfaction in the Egyptian hotels.

Likart scale seven degrees has been used, (1) completely disagree; (2) moderately disagree; (3) slightly disagree; (4) neither agree nor disagree; (5) slightly agree; (6) moderately agree; and (7) completely agree.

Questionnaires provide an efficient way of collecting a large amount of data from a sizable population of CCM practices in the Egyptian hotels and their contribution to hotels performance and sustainable customers' retention. Questionnaire design is based on Muriithi, (2015); Kumar and Kumar, (2017); Kan and Nasheel, (2019); Ayyagari, (2019).

This **study** discusses the effects of customer-centric marketing (CCM) Practices are Customer' orientation;

Service processes; Internet Based communication Tools; Employees knowledge of the strategies; Loyalty (Muriithi, 2015).on sustainable customers' centricity and satisfaction in



the Egyptian hotels.

This research builds a conceptual framework to explore (CCM) effect on Sustainable Customers' Centricity and Satisfaction in the Egyptian Hotels. The framework comprises four parts, namely the (CCM), Egyptian hotels, and the guest satisfaction, as shown in the next Figures.

Figure 1: The research Conceptual Framework A

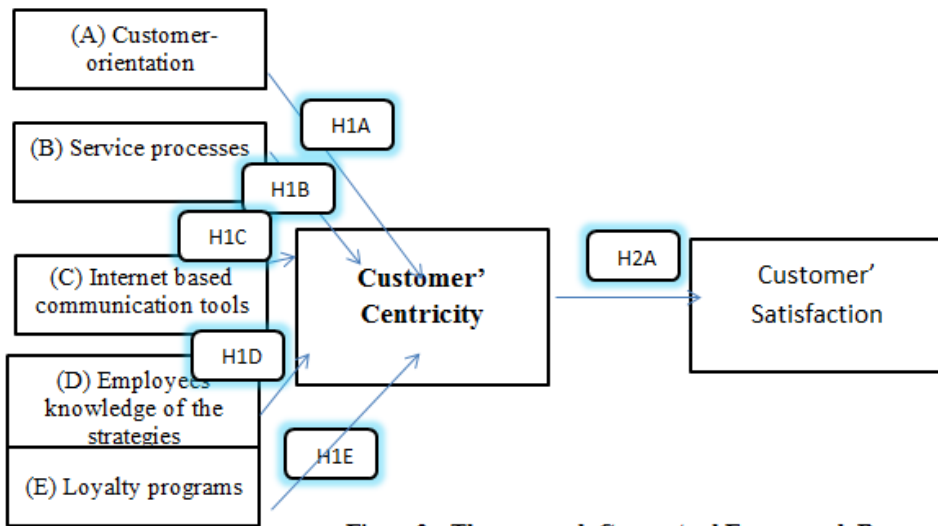


Figure2: The research Conceptual Framework B

Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations (Kotler, 2014).

Research hypotheses were:

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

H 2: There are statistically significant relationships between:
There is statistically significant relationship between the CCM applications and Customer' Centricity.

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

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

There is statistically significant relationship between the CCM applications and Customer' Centricity effect

Customer' Satisfaction of selected hotels as shown in Figure 1-2.

The Survey Study Results

This survey was done through online , google drive, social media (Facebook, E- Mails), telephone calls, Egyptian Hotel Association guide, the internet (trip advisor) and field visits to the investigated hotels in order to find out the open hotels of total hotels in Egypt during the research period. Moreover, the survey was done to Magnitude applying of CCM, also collect the guests, head departments and managers comments from some hotels as well as the academic advices to use it as guide to prepare the guest' questionnaire .

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The selected hotels in this research are based upon the capacity Egyptian Hotel Association (EHA) Guide (2020) a number of hotels in Sharm El Sheikh are 42 five stars hotel ,

Hurghada there are 25 five stars hotel , Luxor 12 five stars hotel, Aswan 5 five stars hotel, and Cairo 33 five stars hotel, With total $(42+25+7+5+33 = 112)$; The targeted sample for the research were 42 hotels as follow “16 Sharm El Sheikh , 10 Hurghada ,5 Luxor , 3 Aswan and 9 Cairo” by parentages of 37.5% of the chosen hotels. Moreover, 27.09 % from the 155 five star hotels in Egypt; 4.15 % and from the total 1013 hotels in Egypt. The research focus on the destination of Sharm El Sheikh , Hurghada, Luxor, Aswan and Cairo because most of the guests visit them also in the raison of the time and money the research focus only on these four destinations. The research focuses on the five star hotels because they are the highest level and the most expected to apply to apply CCM. The chosen of the hotels were due to variety of the locations and applying CCM.

The survey was conducted to the investigated hotels and it mainly focused on obtaining data such as the five star hotels in Egypt. On the other side, an exploratory study through guest' questionnaire were done to identify the sustainable customers' centricity and satisfaction and their relations with CCM practices in the Egyptian hotels.

The survey results are obtained from forty two of five star hotels in Egypt. The results showed that forty two of the five star Egyptian hotels are open, have guest, and in operation.

The study adopts the quantitative approach in its empirical analysis .

Self- administrated questionnaires are employed as the instrument for collecting data from a sample of the Egyptian hotels, and survey is addressed to the guest, Due to the lack

of accurate statistical methods for determining the number of all customers in these hotels. It is preferable to use a convenient sample. The measurement construct used are adapted from previous studies (e.g. Al-Hawari et al., 2009 “Service processes , Retention” ; Ganiyu et al., 2012 “Customer’ satisfaction ”; Muriithi, 2015 “CCM dimensions” ; Chavez et al., 2016 “CCM dimensions”; Marques et al., 2016 “CCM dimensions” ; Harmeling et al., 2017 “Customer Retention” ; Vargo and Lusch 2017 “Service Quality” ; Rihova et al., 2018”CCM dimensions” Hollebeek and Andreassen 2018 “ satisfaction; Carlson et al., 2018^a ; Carlson et al., 2018b “satisfaction and Retention” ; Gong, 2018 “Customer Retention” ; Nataraj and Rajendran “Retention”, 2018; Lusch and Vargo 2019 “Service Quality”; Carlson et al., 2019 “ Internet based communication tools” ; Beverungen et al., 2019” Internet based communication tools”).

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The limitation of this research is the limited number of sample size which is 42 five star Egyptian hotels only, also respondent of this survey is limited to guest and managers within the sample hotels in Cairo, Luxor and Aswan, Sharm el Sheikh, and Hurghada. The target population for this study were all stakeholders who may have an interest and/or influence upon hospitality industry. These were identified as: [1] Hotel managers and department' managers [2] Hotel guests who stayed in the five star hotels in Egypt. In this research, a purposive sampling technique (also known as

convenience sampling) was used to select hotel guests and hotel managers as well.

In summary, 1500 questionnaire forms were received only 1240 completed forms were valid (82.66% validate rate). To understand their viewpoints about the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels and regarding guests' requirements and prospects from CCM and how they achieve these desires and meet these expectations. The data of the questionnaire was collected during the period from August 2020 to April 2021 before and during the peak winter periods of the Egyptian hotels and after the temporarily closing period of corona virus.

Descriptive Analysis of Questionnaire

The Sample Population: The study was conducted on a sample of 42 Egyptian hotels. The chosen of the hotels were due to variety of the locations and applying CCM. **Table 1 shows** the number of questionnaire forms distributed to each hotel. The results obtained from the valid forms were stat stoically analysed by using SPSS. Moreover, the data and information found in this chapter have been analysed and discussed regarding the research objectives.

Table 1: Number of guests questionnaire forms distributed to each hotels in the investigated hotels (N: 42 hotels)

No.	Hotel name	No. of rooms
Sharm El-Sheikh five star hotels		
1.	Baron Resort Sharm El-Sheikh	360
2.	Concorde El Salam Hotel Sharm El-Sheikh	725
3.	Dreams Beach Resort	483
4.	Four Seasons Resort Sharm El-Sheikh	238
5.	Hyatt Regency Sharm El-Sheikh Hotel	471
6.	Hilton Sharm Dreams Resort	394+time share
7.	Iberotel Palace Sharm El-Sheikh	263
8.	Jaz Mirable Beach Resort	1001
9.	Maritim Jolie Ville Golf and Ressor	418
10	Marriott Hotel Sharm El-Sheikh	520
11	Royal Rojana Resort	538
12	Savoy Hotel Sharm El-Sheikh	790
13	Sheraton Sharm El Sheikh, Resort, Villas.	847
14	Sonesta Beach Resort Sharm El-Sheikh	520
15	Stella Sharm Hotel	298
16	Sunrise Select Island View Resort	492
	Total Sharm El-Sheikh five star hotels valid questionnaires forms received	447 36%
Hurghada five star hotels		
1.	HILTON HURGHADA RESORT "LONG BEACH"	392
2.	JAZ AQUAMARINE	1250
3.	JAZ MAKADI STAR RESORT and SPA	167
4.	PARADISE GOLDEN 5 RESORT	878
5.	SUNRISE HOLIDAYS RESORT	384
6.	STEIGENBERGER ALDAU BEACH HOTEL	388
7.	SUNRISE SELECT GARDEN BEACH RESORT	452
8.	The Cascades Golf Resort, Spa & Thalasso	332
9.	The Oberoi Beach Resort, Sahl Hasheesh, Hurghada	105 "suite"
10	Tropitel Sahl Hasheesh, Hurghada	432
	Total Hurghada five star hotels valid questionnaires	492

	forms received	40 %
	Luxor and Aswan five star hotels	
	Luxor five star hotels	
1.	Luxor Sheraton Hotel and Resort ”STEIGENBERGER ACHTI”	580
2.	Maritim Jolie Ville Kings Island Resort	685
3.	Sofitel Winter Palace Hotel	468
4.	Sonesta St. George Hotel Luxor	559
5.	Steinberger Nile Palace Hotel	482
	Total Luxor five star hotels valid questionnaires forms received	70 6%
	Aswan five star hotels	
1.	MÖVENPICK RESORT ASWAN	244
2.	SOFITEL OLD CATARACT HOTEL	76
3.	TOLIP HOTEL ASWAN	430
	Total Aswan five star hotels valid questionnaires forms received	50 4%
	Total Luxor Aswan five star hotels valid questionnaires forms received	120 10%
	Cairo five star hotels	
1.	Cairo Marriott Hotel	1250
2.	Fairmont Heliopolis Hotel	588
3.	Four Seasons Cairo Hotel	296
4.	Grand Nile tower Cairo Hotel	715
5.	Le Meridien Pyramids Hotel	639
6.	Menahouse Oberoi Hotel	420
7.	Ramses Hilton Hotel	859
8.	Semiramis Intercontinental Cairo	730
9.	Sonesta Hotel Tower & Casino Cairo	409
	Total Cairo five star hotels valid questionnaires forms received	181 15%
	Total hotels valid questionnaires forms received	1240 82.66%

Study instrument reliability

The study adopts the quantitative approach in its empirical analysis. A self-administered questionnaires are employed as the instrument for collecting data from a sample of the Egyptian hotels that are either directly involved in Egypt. The unit of analysis this study is hotel, and survey is addressed to the customer during his experiment that receives and evaluates the service. The measurement construct used are adapted from previous studies (e.g. Muriithi, 2015; Al-Hawari *et al.*, 2009; Harmeling *et al.*, 2017; Vargo and Lusch 2017; Hollebeek and Andreassen 2018; Carlson *et al.*, 2018^b; Gong, 2018; Nataraj and Rajendran, 2018; Lusch and Vargo 2019; Carlson *et al.*, 2019; Beverungen *et al.*, 2019).

Data collection: Self-administered questionnaires include the guests' expectations about evaluate the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels. The data was collected from August 2020 to April 2021.

A survey was carried out on (42 Egyptian five star hotels in `Cairo, Luxor and Aswan, Hurghada, and Sharm El Sheikh. **results showed** that in the guest is satisfy with this hotel service processes, hotel service processes is major factor for customer' satisfaction, the importance of customer' orientation, the importance of CCM practices for customer' satisfaction.

For all scales, Cronbach's Alpha, the correlation coefficient was calculated to regulate the internal consistency of the scale. regarding evaluate the effects of customer-centric marketing on sustainable customers' centricity and

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

Table 2: Reliability Statistics No of questionnaires (1240)

Scale for	Cronbach's Alpha	No. of	The relation level
All the scale items	.992	35	Positively strongly acceptable
First: Customer' orientation	.848	3	Positively strongly acceptable
Second: Service processes	.920	4	Positively strongly acceptable
Third: Employees' knowledge on the CCM strategies	.926	4	Positively strongly acceptable
Fourth: Internet based communication tools	.953	4	Positively strongly acceptable
Fifth : Loyalty programs	.936	4	Positively strongly acceptable
Sixth: Satisfaction	.985	16	Positively strongly acceptable

Results

This part of the study included the results of the questionnaire forms distributed on the internet on Facebook, online Google drive, email, and personnel visits. To find out what are the guests' opinions regarding the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels? Statistical Package of Social Sciences (SPSS) was used to analyze and compute the collected data, except the open question. Frequencies and percentage distributions were used to shed the light on the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels.

Respondent's Guest Demographics

Table 3 : The respondents according to demographic data (n =1240)

Demographic data	No.	%
Gender		
Male	420	33.9
Female	820	66.1
Total	1240	100.0
Age		
Less than 23 years old	132	10.6
23 to less than 43	359	29.0
43-60	509	41.0
Over 60 years old	240	19.4
Total	1240	100.0
Primary purpose of visit:		
Leisure	1132	91.3
Business	36	2.9
Other	72	5.8
Total	1240	100.0
Education level:		

Below bachelor's degree	728	58.7
Bachelor's degree	452	36.5
Post graduate	60	4.8
Total	1240	100.0
Monthly income US\$:		
Less than 2,000	300	24.2
2,000- 10 ,000	386	31.1
10 ,001–20 ,000	422	34.0
20 ,001–30 ,000	84	6.8
More than 30,000	48	3.9
Total	1240	100.0
Area "Hotel location":		
Luxor and Aswan	120	9.7
Hurghada	492	39.7
Sham El-Sheikh	447	36.0
Cairo	181	14.6
Total	1240	100.0
Past experience:		
First time guest	204	16.5
Occasional guest	638	51.5
Regular guest	398	32.1
Total	1240	100.0
Type of guest:		
Local guest	413	33.3
Foreign Guest	827	66.7
Total	1240	100.0

Guests' opinion regarding the effects of CCM applications to improve sustainable customers' centricity and satisfaction.

Results illustrate the Test Statistics: Chi-Square, DF, and Asymp. Sig., means, standard deviations and ranking of the factors clarifying the respondents' opinion regarding to evaluate CCM practices in the Egyptian hotels and their contribution to sustainable customers' centricity and satisfaction.

Results showed that the mean scores of the respondents were as following:

Regarding Test Statistics: First: Customer' orientation Chi-Square value was: 432.639^a "a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 177.1."; with "df" value (6); and Asymp. Sig. (.000).this indicates there is significant relation. In accordance to Second: Service processes Chi-Square value were 414.606^b "b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 137.8."; with "df" value (8); and Asymp. Sig. (.000).this indicates there is significant relation. Concerning Third: Employees' knowledge on the CCM strategies Chi-Square value was: 1092.611^b, with "df" value (8); and Asymp. Sig. (.000).this indicates there is significant relation. Relating to Fourth: Internet based communication tools Chi-Square value was: 363.727^b, with "df" value (8); and Asymp. Sig. (.000).this indicates there is significant relation. About Fifth: Loyalty programs Chi-Square value was 363.727^b, with "df" value (8); and Asymp. Sig. (.000).this indicates there is significant relation.

Moreover, Regarding Test Statistics: Sixth: Satisfaction Chi-Square value was: 1506.074^c "c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 45.9."; with "df" value (26); and Asymp. Sig. (.000).this indicates there is significant relation. Regarding Seventh: Retention Chi-Square value was: 1794.813^d "d. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 77.5."; with

“df” value (15); and Asymp. Sig. (.000).this indicates there is significant relation. About Total CCM Chi-Square value was: 977.068e “e. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 37.6.”; with “df” value (15); and Asymp. Sig. (.000).this indicates there is significant relation.

Regarding means, standard deviations and ranking the first level was Customer’ orientation by mean 5.64 and SD 0.60; followed in the second level with Satisfaction by mean 5.21 from and SD 0.62. The third level was employees’ knowledge on the CCM strategies by mean 4.96 and SD 0.69. Moreover, in the fourth level were Service processes by mean 4.89 and SD 0.68. In the fifth level was CCM by mean 4.89 and SD 0.65. Followed in the sixth level were loyalty programs by mean 4.66 and SD 0.67. Finally, in the seventh levels were Internet based communication tools by mean 4.27 and SD 0.70. As shown in Table 4:

Table 4: Descriptive analysis of the guests' opinions according the effects of customer-centric marketing on sustainable customers’ centricity and satisfaction in the Egyptian hotels (n = 1240)

No.	Dimension	Test Statistics			Mean		Std. Deviation	Rank
		Chi-Square	df	Asymp. Sig.	Statistic	Std. Error	Statistic	
first total	First: Customer’ orientation	432.639 ^a	6	.000	5.648	0.017	0.604	1
Second total	Second: Service processes	414.606 ^b	8	.000	4.898	0.020	0.687	4

third total	Third: Employees' knowledge on the CCM strategies	1092.611 ^b	8	.000	4.964	0.020	0.691	3
fourth total	Fourth: Internet based communication tools	363.727 ^b	8	.000	4.278	0.020	0.704	7
fifth total	Fifth : Loyalty programs	341.024 ^b	8	.000	4.665	0.019	0.677	6
sixthtotal	Sixth: Satisfaction	1506.074 ^c	26	.000	5.215	0.018	0.621	2
Customers' Centricity	Customers' Centricity	977.068 ^e	32	.000	4.891	0.019	0.656	5

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 177.1.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 137.8.

c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 45.9.

d. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 77.5.

e. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 37.6.

Comparison between the different areas was adopted in regard to the acceptance level of CCM practices and guests' satisfaction from the guests' perception.

Kruskal-Wallis Test between the different area in order to explain the differences in accordance the acceptance level of CCM practices dimensions and guests' satisfaction from the guests' perspective as shown in Table 5.

Table 5 : Kruskal-Wallis Test between the different areas (N 1240)

Ranks					
	Area	N	Mean Rank		
firsta1	o Luxor and Aswan	120	989.50	593.236	.000
	o Hurghada	492	589.83		
	o Sham El-Sheikh	447	405.78		
	oCairo	181	989.50		
a2	oLuxor and Aswan	120	814.00	349.362	.000
	o Hurghada	492	678.68		
	o Sham El-Sheikh	447	426.16		
	o Cairo	181	814.00		
a3	o Luxor and Aswan	120	1072.50	561.262	.000
	o Hurghada	492	495.28		
	o Sham El-Sheikh	447	513.87		
	o Cairo	181	924.55		
seondb1	o Luxor and Aswan	120	1072.00	1011.827	.000
	o Hurghada	492	649.09		
	o Sham El-Sheikh	447	285.00		
	o Cairo	181	1072.00		
b2	o Luxor and Aswan	120	1072.50	814.048	.000
	o Hurghada	492	668.35		
	o Sham El-Sheikh	447	305.23		
	o Cairo	181	969.36		
b3	o Luxor and Aswan	120	814.00	441.893	.000
	o Hurghada	492	707.07		
	o Sham El-Sheikh	447	394.91		
	o Cairo	181	814.00		
b4	o Luxor and Aswan	120	944.00	606.937	.000
	o Hurghada	492	667.87		

	o Sham El-Sheikh	447	350.52		
	o Cairo	181	944.00		
thirdc1	o Luxor and Aswan	120	1108.50	419.390	.000
	o Hurghada	492	541.30		
	o Sham El-Sheikh	447	520.50		
	o Cairo	181	759.20		
c2	o Luxor and Aswan	120	1096.50	781.643	.000
	o Hurghada	492	635.57		
	o Sham El-Sheikh	447	343.50		
	o Cairo	181	948.05		
c3	o Luxor and Aswan	120	1048.00	912.393	.000
	o Hurghada	492	640.15		
	o Sham El-Sheikh	447	311.00		
	o Cairo	181	1048.00		
c4	o Luxor and Aswan	120	957.00	594.418	.000
	o Hurghada	492	647.89		
	o Sham El-Sheikh	447	363.77		
	o Cairo	181	957.00		
fourthd1	o Luxor and Aswan	120	1108.50	883.584	.000
	o Hurghada	492	716.78		
	o Sham El-Sheikh	447	278.50		
	o Cairo	181	879.87		
d2	o Luxor and Aswan	120	1048.00	798.872	.000
	o Hurghada	492	616.29		
	o Sham El-Sheikh	447	337.26		
	o Cairo	181	1048.00		
d3	o Luxor and Aswan	120	1009.00	685.444	.000
	o Hurghada	492	626.00		
	o Sham El-Sheikh	447	352.84		
	o Cairo	181	1009.00		
d4	o Luxor and Aswan	120	1022.00	653.590	.000

	o Hurghada	492	542.80		
	o Sham El-Sheikh	447	435.66		
	o Cairo	181	1022.00		
fifthe1	o Luxor and Aswan	120	1002.50	628.712	.000
	o Hurghada	492	611.29		
	o Sham El-Sheikh	447	373.41		
	o Cairo	181	1002.50		
e2	o Luxor and Aswan	120	1062.45	673.957	.000
	o Hurghada	492	676.33		
	o Sham El-Sheikh	447	332.14		
	o Cairo	181	887.87		
e3	o Luxor and Aswan	120	1051.70	691.007	.000
	o Hurghada	492	669.50		
	o Sham El-Sheikh	447	343.50		
	o Cairo	181	885.50		
e4	o Luxor and Aswan	120	1054.50	672.940	.000
	o Hurghada	492	550.21		
	o Sham El-Sheikh	447	420.34		
	o Cairo	181	1018.16		
sixthxths1	o Luxor and Aswan	120	1072.50	544.584	.000
	o Hurghada	492	515.18		
	o Sham El-Sheikh	447	489.33		
	o Cairo	181	931.05		
s2	o Luxor and Aswan	120	1041.50	696.157	.000
	o Hurghada	492	487.23		
	o Sham El-Sheikh	447	483.70		
	o Cairo	181	1041.50		
s3	o Luxor and Aswan	120	1022.00	650.254	.000
	o Hurghada	492	560.16		
	o Sham El-Sheikh	447	416.55		
	o Cairo	181	1022.00		

s4	o Luxor and Aswan	120	1002.50	611.959	.000
	o Hurghada	492	574.88		
	o Sham El-Sheikh	447	413.48		
	o Cairo	181	1002.50		
s5	o Luxor and Aswan	120	924.50	611.190	.000
	o Hurghada	492	683.89		
	o Sham El-Sheikh	447	346.02		
	o Cairo	181	924.50		
s6	o Luxor and Aswan	120	814.00	406.734	.000
	o Hurghada	492	693.02		
	o Sham El-Sheikh	447	410.38		
	o Cairo	181	814.00		
s7	o Luxor and Aswan	120	892.00	738.435	.000
	o Hurghada	492	738.32		
	o Sham El-Sheikh	447	308.00		
	o Cairo	181	892.00		
s8	o Luxor and Aswan	120	950.50	642.931	.000
	o Hurghada	492	677.44		
	o Sham El-Sheikh	447	335.61		
	o Cairo	181	950.50		
s9	o Luxor and Aswan	120	1120.50	792.678	.000
	o Hurghada	492	679.19		
	o Sham El-Sheikh	447	317.50		
	o Cairo	181	877.77		
s10	o Luxor and Aswan	120	970.00	590.028	.000
	o Hurghada	492	614.28		
	o Sham El-Sheikh	447	392.00		
	o Cairo	181	970.00		
s11	o Luxor and Aswan	120	950.50	607.045	.000
	o Hurghada	492	661.85		
	o Sham El-Sheikh	447	352.77		

	oCairo	181	950.50		
s12	o Luxor and Aswan	120	931.00	608.413	.000
	o Hurghada	492	678.73		
	o Sham El-Sheikh	447	347.32		
	o Cairo	181	931.00		
s13	o Luxor and Aswan	120	970.00	623.039	.000
	o Hurghada	492	645.01		
	o Sham El-Sheikh	447	358.17		
	o Cairo	181	970.00		
s14	o Luxor and Aswan	120	911.50	634.184	.000
	o Hurghada	492	701.06		
	o Sham El-Sheikh	447	335.88		
	o Cairo	181	911.50		
s15	o Luxor and Aswan	120	983.00	708.519	.000
	o Hurghada	492	667.61		
	o Sham El-Sheikh	447	324.55		
	o Cairo	181	983.00		
s16	o Luxor and Aswan	120	976.50	602.771	.000
	o Hurghada	492	628.03		
	o Sham El-Sheikh	447	372.49		
	o Cairo	181	976.50		
*P-value < 0.05= Significant					

First: Customer' orientation:

Mean score was used also to determine which group is higher. The Kruskal-Wallis test showed a statistically significant difference between the four groups (Luxor, Hurghada, Sham El-Sheikh, and Cairo) in terms of all the scale variables such as: The hotel always makes effort to understand the individual guest needs and preferences. The hotel always puts guest concerns first, with the main objective being to satisfy guests. The hotel employees are always responsive to guest complaints.

Both Luxor and Aswan area and Cairo have the most acceptances in the entire customer' orientation factors of CCM practices dimensions. Followed by Hurghada has less acceptances. And Sham El-Sheikh has the lowest acceptances level, These results indicate that Sham El-Sheikh is the most sensitive and need much care to customer' orientation. These results agree with (Kotler, 2004; Higgins, 2006; Kotler, 2014; Muriithi, 2015; Hirt *et al.* 2019; Alt *et al.*, 2019).

Second: Service processes:

The Kruskal-Wallis test shown a statistically significant difference between the results in accordance to Area (Luxor, Hurghada, Sham El-Sheikh, and Cairo) in terms of all the scale variables such as: The hotel has well designed guest complaint handling processes. Frontline employees are fully empowered to resolve guest complaints during their delivery of service to guests; The employees always provide necessary guest information in all service processes; The hotel service processes are well coordinated and harmonized.

Area Luxor and Aswan has the most acceptances in all the Service processes factors of CCM practices dimensions. Followed by Cairo, and followed by Hurghada has fewer acceptances and finally Sham El-Sheikh has the fewest acceptances in Service processes factors of CCM dimensions. These results indicate that Luxor and Aswan destination is the most agreeable to Service processes these results agree with (Baum *et al.*, 2001; Muriithi, 2015; Thakur, 2016; Santos-Vijande *et al.*, 2016; Lkhamtseden and Altanchimeg, 2017; Lusch and Vargo, 2019).

Third: Employees' knowledge on the CCM strategies:

It's quite evident that there is a statistically significant difference between the results in accordance to Areas (Luxor, Hurghada, Sham El-Sheikh, and Cairo) in terms of all the scale variables such as: The hotel employees are willing to help guests in a responsive manner. The employees the necessary knowledge to provide quality service to guests; Guests assured of prompt service from the hotel employees; Employees work together in providing customer service.

Luxor and Aswan destination has the most acceptances in the entire employees' knowledge on the CCM strategies factors of CCM practices dimensions. Followed by b Cairo, and followed by Hurghada has fewer acceptances and finally Sham El-Sheikh has the fewest acceptances in employees' knowledge on the CCM strategies factors of CCM practices dimensions. These results indicate that Luxor and Aswan destination is the most agreeable to employees' knowledge on the CCM strategies these results agree with (Ivanovic *et*

al., 2011; Brodie and Hollebeek, 2011; Ho and Ganesan, 2013; Yeung *et al.*, 2018; Alt *et al.*, 2019).

Fourth: Internet based communication tools:

The Kruskal-Wallis test shown a statistically significant difference between the results in accordance to Areas (Luxor, Hurghada, Sham El-Sheikh, and Cairo) in terms of all the scale variables such as: The hotel has software's to enable storing and sharing guest information; The hotel has the right software to help integrate sales, marketing and guest relationship ; The hotel has a well-designed web-based applications to market and service guests(CCM apps); The hotel has IT applications for automated service processes for satisfactory and fasten responses to guests.

Luxor and Aswan destination has the most acceptances in all the intentions to leave factors of CCM practices dimensions. Followed by Cairo ; Followed by Hurghada it has fewer acceptances in Internet based communication tools factors and finally Sham El-Sheikh has the fewest acceptances in Internet based communication tools factors of CCM dimensions. These results agree with (Niinenen *et al.*, 2007; Kotler and Armstrong, 2014; Haumann *et al.*, 2015; Viswanathan *et al.*, 2016).

Fifth: Loyalty programs:

Mean score was used also to determine which group is higher. The Kruskal-Wallis test shown a statistically significant difference between the the seven-level Likert scale ranging from (1 “strongly disagree” to 7 “strongly agree”). In terms of all the scale variables such as: I made a

good choice when I decided to participate in this hotel loyalty program; My overall evaluation of this hotel loyalty program is good; The advantages I receive, being a member of this hotel loyalty program, meet my expectations; Overall, I am satisfied with this hotel loyalty program.

Luxor and Aswan destination has the most acceptances in all the Loyalty programs factors of CCM practices dimensions. Followed by Cairo followed by Hurghada has less acceptances. And Sham El-Sheikh has the lowest acceptances level. These results indicate that Sham El-Sheikh is the most sensitive and need much care to Loyalty programs. These results agree with (Duffy, 2005; Kearns, 2010; Mathies et al., 2014; Muriithi, 2015; Chavez et al., 2016).

Sixth: Satisfaction:

The Kruskal-Wallis test shown a statistically significant difference between the results in accordance to the seven-level Likert scale ranging from (1 “strongly disagree” to 7 “strongly agree”). in terms of all the scale variables such as: I am satisfied with this hotel customer’ orientation; I am satisfy with this hotel service processes; I am satisfying with this hotel internet based communication tools; I am satisfying with this hotel employee’s knowledge the strategies; I am satisfying with this hotel loyalty programs; I am satisfy with this hotel CCM practices; The hotel pays attention to my needs; The hotel cares about my life. Etc.

Luxor and Aswan destination has the most acceptances in all the factors of guests’ satisfaction. Followed by Cairo has

fewer acceptances followed by Hurghada and finally Sham El-Sheikh has the lowest acceptances in guests' satisfaction factors of CCM dimensions. These results indicate that Sham El-Sheikh is the most sensitive and need much care to guests' satisfaction these results agree with (Minghetti, 2003; Parker et al., 2009; Wong, 2010; Ganiyu *et al.*, 2012; Marques *et al.*, 2016; Anke, 2019).

Seventh: Retention:

It's quite evident that there is a statistically significant difference between the results in accordance to the seven-level Likert scale ranging from (1 "strongly disagree" to 7 "strongly agree"). in terms of all the scale variables such as: I consider the hotel as always my first choice in this location; The service of this hotel has a great deal of personal meaning for me; I do not consider shifting to another hotel in the near future; I would love to come back to this hotel; Am willing to have a close long-term relationship with the hotel; I always say a positive things on this hotel for other guests (I will share my experience with others. Am willing to recommend the hotel to friends and relatives; I am likely to follow the hotel updates; I will revisit the hotel.

Slightly agree has the most acceptances in the entire Retention factors of CCM. Followed by neither agree nor disagree, and followed by slightly disagree has fewer acceptances in retention factors of CCM practices dimensions. These results indicate that Sham El-Sheikh is the most sensitive and need much care to guests' retention these results agree with (Al-Hanna et al., 2014; Syaquirah and Faizurrahman, 2014; Nataraj and Rajendran, 2018; Ayyagari, 2019; Kan and Nasheel, 2019).

Questionnaire Hypotheses Testes

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

Nonparametric tests regarding independent samples **H1:** There is a significant impact difference of applying CCM practices (First: customer' orientation -Second: Service processes- Third: Employees' knowledge on the CCM strategies-Fourth: Internet based communication tools-Fifth: Loyalty programs) in the development on the (Customer' satisfaction). Results showed that T-test value was significant at (0.00) in each dimension this means that is shown a statistically significant difference between the dimensions as shown in **tables 6 and 7**.

On other words regarding the role of CCM practices on comparing the (Customer' satisfaction) Paired Samples Test assuring **H1** through that: Applying the Customers' Centricity in the Egyptian hotels positively influences the customers' satisfaction, the Paired Samples Test were with t value (79.279), and Sig. (2-tailed) (0 .000). Moreover, Paired Samples Correlations was with Correlation (0.976), and Sig. (0.000).

Table 6: Paired Samples Statistics of the variables compared to each other (N: 1240).

Paired Samples Statistics				
Code		Mean	Std. Deviation	Std. Error Mean
sixthtotal	Sixth: Satisfaction	5.2150	.62138	.01765
Customers' Centricity	Customers' Centricity	4.8906	.65608	.01863
sixthtotal	Sixth: Satisfaction	5.2150	.62138	.01765
first total	First: customer' orientation	5.6484	.60402	.01715
sixthtotal	Sixth: Satisfaction	5.2150	.62138	.01765
Second total	Second: Service processes	4.8984	.68747	.01952
sixthtotal	Sixth: Satisfaction	5.2150	.62138	.01765
third total	Third: Employees' knowledge on the CCM strategies	4.9641	.69081	.01962
sixthtotal	Sixth: Satisfaction	5.2150	.62138	.01765
fourth total	Fourth: Internet based communication tools	4.2776	.70424	.02000
sixthtotal	Sixth: Satisfaction	5.2150	.62138	.01765

fifth total	Fifth : Loyalty programs	4.6645	.677 26	.01923
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Table 7: Paired Samples T-Test **and Correlations** of the variables compared to each other (N: 1240).

Code	Paired Samples Test					t	Sig. (2-tailed)	Correlation
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
sixthtotal – CCM total	.32436	.14407	.00409	.31634	.33239	79.279	.000	.976
sixthtotal - firsttotal	.43342	.18044	.00512	.44347	.42336	84.583	.000	.957
sixthtotal - seondtotal	.31658	.22218	.00631	.30420	.32896	50.175	.000	.947
sixthtotal - thirdtotal	.25086	.21805	.00619	.23871	.26301	40.512	.000	.950

sixthtotal - fourthtotal	.9373 5	.206 54	.005 87	.9258 4	.94886	159.8 10	.00 0	.95 9
sixthtotal - fifthtotal	.5504 5	.220 81	.006 27	.5381 5	.56276	87.78 4	.00 0	.94 6

Regarding guests' opinion concerning the effect of the (customer' orientation - Service processes - Employees' knowledge on the CCM strategies- Internet based communication tools- Loyalty programs) on the (guests' Satisfaction).

The first hypotheses were tested using NPar tests "Kruskal-Wallis Test". Test Statistics: ^b (a. Kruskal Wallis Test for employees' knowledge; safety and infections prevention such as Coved 19; CCM; and Service automation and robotic) and b. Grouping Variable: Customer' satisfaction. Results shows that there is a statically differences in accordance Customer' satisfaction on guests' opinion regarding the role of Service automation and robotic in the Egyptian hotels, with (Chi-Square) values ranging from (31.273) to (214.347); Asymp. Sig. (.000) this indicate there is statistically significant relations. Results indicate that the role of (Employees' knowledge; safety and infections prevention such as Coved 19; CCM; and Service automation and robotic) in the Egyptian hotels have a statically

differences in accordance Customer' satisfaction. This agreed with **H1**.

On other word: Service automation and robotic have an impact on the Customer' satisfaction the results show that the first dimension: the benefits positively influence the Customer' satisfaction with (Chi-Square) value (67.179), Asymp. Sig. (0.000), the second dimension: reality (Strengths and Weaknesses) positively influences the Customer' satisfaction with (Chi-Square) value (31.273), Asymp. Sig. (0.000); the third dimension: the predictable opportunities and threats positively influence the Customer' satisfaction with (Chi-Square) value (31.565), Asymp, Sig. (0.000). These indicate there are statistically significant relations. These results agreed with H1: Applying the CCM practices in the Egyptian hotels positively influences the Customer' satisfaction. As shown in table 8.

Table 8: The effect of the main variables of the study on customer' satisfaction NPar Tests

Ranks				Test Statist ics ^{a,b}	
	a1: Customer' satisfaction.	N	Mean Rank	Chi-Sq uare	As y m p. Sig.
a2: Employees' knowledge	Agree	12	48.50	44	.000
	Strongly agree	43	226.30	356	
a5: Safety and infections prevention such as Coved 19.	Agree	12	20.50	12	.000
	Strongly agree	43	227.10	3685	

a10: Customers' Centricity	Agree	12	12.50	21	.0 00
	Strongly agree	43 0	227.3 3	4. 34 7	
Total A: The first dimension: the benefits.	Agree	12	6.50	67	.0 00
	Strongly agree	43 0	227.5 0	.1 79	
Total B: The second dimension: reality (Strengths and Weaknesses)	Agree	12	18.50	31	.0 00
	Strongly agree	43 0	227.1 7	.2 73	
Total C: The third dimension: the predictable opportunities and threats.	Agree	12	18.50	31	.0 00
	Strongly agree	43 0	227.1 7	.5 65	

a. Kruskal Wallis Test

b. Grouping Variable: a1 : Customer' satisfaction

Regarding guests' opinion concerning the effect of the (customer - orientation - service processes - employees' knowledge on the CCM strategies - internet based communication tools - loyalty programs) on the (guests' satisfaction), in accordance to the respondents' gender:

The first hypotheses were tested using NPar tests "Mann-Whitney U; Wilcoxon W; Z; and Asymp. Sig. (2-tailed). Test for the effect of the guests' opinions regarding CCM practices in accordance to the respondents' gender: (customer' orientation ; service processes; employees' knowledge on the CCM strategies; internet based communication tools; loyalty programs; satisfaction; retention; Customers' Centricity) ; and a. Grouping Variable: Gender).

On other words: The effect of the respondents' opinions regarding CCM practices in accordance to the

respondents' gender NPar tests “Mann-Whitney U; Wilcoxon W; Z; and Asymp. Sig. (2-tailed)” were as following: Results shows that there is strong impact of the applying CCM practices on customer' satisfaction in accordance to the respondents' gender the highest mean rank level were male with mean rank (888.10); followed by female with mean rank (483.44); with Mann-Whitney U values ranging (59808); Wilcoxon W (396418); Z values ranging (-18.935-); Asymp. Sig. (2-tailed) (.000) this indicate there is statistically significant relations. These results agreed with **H1**: There is a significant effect of CCM in customer' satisfaction in accordance to the respondents' gender.

Moreover; CCM dimensions have an impact on CCM that affect the customer' satisfaction in accordance to the respondents' gender the results show that the most effective dimension was Service processes on the CCM strategies with (Mann-Whitney U) value (66384), Asymp. Sig. “2-tailed” (0.000) followed Loyalty programs with (Mann-Whitney U) value (63696), Asymp. Sig. ‘2-tailed’ (0.000); the third level were employees' knowledge on the CCM strategies with (Mann-Whitney U) value (61002), Asymp, Sig. (0.000).in the fourth level were Internet based communication tools with (Mann-Whitney U) value (58908), Asymp, Sig. (0.000). In the fifth acceptance level was customer' orientation with (Mann-Whitney U) value (58368), Asymp, and Sig. (0.000), these indicate there are statistically significant relations. These results agreed with **H1**: CCM dimensions have statistically significant differences impacts on **Customers' Centricity** in accordance to the respondents' gender. As shown in table 9.

Table 9: The impact CCM on customer' satisfaction in accordance to the respondents' gender Mann-Whitney U NPar tests.

	Rank				Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
	Gender	N	Mean Rank	Sum of Ranks				
First: customer' orientation	Male	420	891.53	374442.00	58368	394978	19.497-	.000
	Female	820	481.68	394978.00				
Second: Service processes	Male	420	872.44	366426.00	66384	402994	17.971-	.000
	Female	820	491.46	402994.00				
Third: Employees' knowledge on the CCM strategies	Male	420	885.26	371808.00	61002	397612	19.202-	.000
	Female	820	484.89	397612.00				
Fourth: Internet based communication tools	Male	420	890.24	373902.00	58908	395518	19.210-	.000
	Female	820	482.34	395518.00				
Fifth : Loyalty programs	Male	420	878.84	369114.00	63696	400306	18.403-	.000
	Female	820	488.18	400306.00				
Sixth: Satisfaction	Male	420	888.10	373002.00	59808	396418	18.935-	.000
	Female	820	483.44	396418.00				
Customers' Centricity	Male	420	888.10	373002.00	59808	396418	18.875-	.000
	Female	820	483.44	396418.00				

a. Grouping Variable:
Gender

Regarding guests' opinion concerning the effect of the (customer - orientation - service processes - employees' knowledge on the CCM strategies - internet based communication tools - loyalty programs) on the (guests' satisfaction), in accordance to the respondents' Age.

The first hypotheses were tested using NPar tests "Kruskal-Wallis Test". Test Statistics^{a,b} Test for the effect of the guests' opinions regarding CCM practices in accordance to the respondents' Age: a. Kruskal Wallis (customer' orientation ; service processes; employees' knowledge on the CCM strategies; internet based communication tools; loyalty programs; satisfaction; Customers' Centricity) ; and b. grouping variable: Age).

On other words: The effect of the respondents' opinions regarding CCM practices in accordance to the respondents' age NPar tests were as following : Results shows that there is strong impact of the applying CCM practices on customer' satisfaction in accordance to the respondents' Age the highest Mean Rank level was over 60 years old with mean rank (1120.50); followed by 43–60 years old with Mean Rank (740.69); and in the third level were 23 to less than 43 years old by mean rank (300.28) ; in the fourth level were Less than 23 years old by mean rank (118.86) ; with (Chi-Square) values ranging (1083.059); Asymp. Sig. (.000) this indicate there is statistically significant relations.

Moreover; CCM dimensions have an impact on **Customers' Centricity** that affect the Customer' satisfaction in accordance to the respondents' Age the results show that the most effective dimension is the

Internet based communication tools with (Chi-Square) value (1070.669), Asymp. Sig. (0.000), followed by Loyalty programs with (Chi-Square) value (1056.450), Asymp. Sig. (0.000); the third level were the Service processes with (Chi-Square) value (1025.446), Asymp, Sig. (0.000).in the fourth level were employees' knowledge on the CCM strategies with (Chi-Square) value (966.170), Asymp, Sig. (0.000). In the fifth level was customer' orientation with (Chi-Square) value (952.119), Asymp, and Sig. (0.000), these indicate there are statistically significant relations. These results agreed with **H1**: CCM dimensions have statistically significant differences impacts on CCM in accordance to the respondents' Age and generation. As shown in table (10).

Table 10: The impact of CCM on customer' satisfaction in accordance to the respondents 'Age and generation NPar tests.

Ranks				Test Statistics ^{a,b}	
	Age	N	Mean Rank	Chi-Square	Asymp p. Sig.
First: customer' orientation	Less than 23 years old	132	114.50	952.119	.000
	23 to less than 43	359	343.76		
	43-60	509	733.78		
	Over 60 years old	240	1072.50		
Second: Service processes	Less than 23 years old	132	155.41	1025.46	.000
	23 to less than 43	359	280.72		

	43-60	509	774.4 7		
	Over 60 years old	240	1058. 00		
Third: Employees' knowledge on the CCM strategies	Less than 23 years old	132	225.0 9	966.17 0	.000
	23 to less than 43	359	310.0 0		
	43-60	509	711.9 4		
	Over 60 years old	240	1108. 50		
Fourth: Internet based communication tools	Less than 23 years old	132	140.1 4	1070.6 69	.000
	23 to less than 43	359	293.1 6		
	43-60	509	745.8 5		
	Over 60 years old	240	1108. 50		
Fifth : Loyalty programs	Less than 23 years old	132	128.6 8	1056.4 50	.000
	23 to less than 43	359	306.0 8		
	43-60	509	738.5 7		
	Over 60 years old	240	1110. 90		
Sixth: Satisfaction	Less than 23 years old	132	118.8 6	1083.0 59	.000
	23 to less than 43	359	300.2 8		
	43-60	509	740.6 9		
	Over 60 years old	240	1120. 50		
Customers' Centricity	Less than 23 years old	132	125.4 1	1079.7 45	.000

	23 to less than 43	359	291.5 2		
	43-60	509	748.5 6		
	Over 60 years old	240	1113. 30		

a. Kruskal Wallis Test

b. Grouping Variable:

Age

Regarding guests' opinion concerning the effect of the (customer - orientation - service processes - employees' knowledge on the CCM strategies - internet based communication tools - loyalty programs) on the (guests' satisfaction), in accordance to the respondents' primary purpose of visit.

The first hypotheses were tested using NPar tests "Kruskal-Wallis Test". Test Statistics^{a,b} Test for the effect of the guests' opinions regarding CCM practices in accordance to the respondents' primary purpose of visit: a. Kruskal Wallis (customer' orientation ; service processes; employees' knowledge on the CCM strategies; internet based communication tools; loyalty programs; satisfaction; Customers' Centricity) ; and b. grouping variable: Primary purpose of visit).

On other words: The effect of the respondents' opinions regarding CCM practices in accordance to the respondents' Primary purpose of visit NPar tests "Kruskal-Wallis Test" were as following : Results shows that there is strong impact of the applying CCM practices on customer' satisfaction in accordance to the respondents' Primary purpose of visit the highest Mean Rank level was Other

with mean rank (1120.50); followed by Business with Mean Rank (952.50); and in the third level were Leisure by mean rank (578.14) ; with (Chi-Square) values ranging (189.201); Asymp. Sig. (.000) this indicate there is statistically significant relations.

These results agreed with **H1**: There is a significant effect of CCM in customer' satisfaction in accordance to the respondents' Primary purpose of visit.

Moreover; CCM dimensions have an impact on **Customers' Centricity** that affect the Customer' satisfaction in accordance to the respondents' Primary purpose of visit the results show that the most effective dimension is the customer' orientation with (Chi-Square) value (214.735), Sig. (0.000) followed customer' orientation with (Chi-Square) value (196.933), Asymp. Sig. (0.000); the third level were the employees' knowledge on the CCM strategies with (Chi-Square) value (181.008), Asymp, Sig. (0.000).in the fourth level were Internet based communication tools with (Chi-Square) value (176.804), Asymp, Sig. (0.000). In the fifth level were Loyalty programs with (Chi-Square) value (129.103), Asymp, and Sig. (0.000). These indicate there are statistically significant relations. These results agreed with H1: CCM dimensions have statistically significant differences impacts on sustainable customers' centricity and satisfaction in accordance to the respondents' Primary purpose of visit. As shown in table (11).

Table 11: The impact CCM on customer' satisfaction in accordance to the respondents' primary purpose of visit NPar tests.

	Ranks			Test Statistics ^{a,b}	
	visit	N	Mean Rank	Chi-Square	Asymp. Sig.
First: customer' orientation	Leisure	1132	577.38	196.93 3	.000
	Business	36	1072.50		
	Other	72	1072.50		
Second: Service processes	Leisure	1132	575.09	214.73 5	.000
	Business	36	1096.50		
	Other	72	1096.50		
Third: Employees' knowledge on the CCM strategies	Leisure	1132	580.45	181.00 8	.000
	Business	36	904.00		
	Other	72	1108.50		
Fourth: Internet based communication tools	Leisure	1132	580.06	176.80 4	.000
	Business	36	916.00		
	Other	72	1108.50		
Fifth : Loyalty programs	Leisure	1132	585.58	129.10 3	.000
	Business	36	910.50		
	Other	72	1024.50		
Sixth: Satisfaction	Leisure	1132	578.14	189.20 1	.000
	Business	36	952.50		
	Other	72	1120.50		
Customers' Centricity	Leisure	1132	582.72	148.59 7	.000
	Business	36	928.50		
	Other	72	1060.50		

a. Kruskal Wallis Test

b. Grouping Variable:
primary purpose of visit

Regarding guests' opinion concerning the effect of the (customer - orientation - service processes - employees' knowledge on the CCM strategies - internet based communication tools - loyalty programs) on the (guests' satisfaction), in accordance to the respondents' Experience.

The first hypotheses were tested using NPar tests "Kruskal-Wallis Test". Test Statistics^{a,b} Test for the effect of the guests' opinions regarding CCM practices in accordance to the respondents' experience: a. Kruskal Wallis (customer' orientation ; service processes; employees' knowledge on the CCM strategies; internet based communication tools; loyalty programs; satisfaction; Customers' Centricity) ; and b. grouping variable: Experience).

On other words: The effect of the respondents' opinions regarding CCM practices in accordance to the respondents' positions NPar tests were as following : Results shows that there is strong impact of the applying CCM practices on customer' satisfaction in accordance to the respondents' Experience the highest Mean Rank level was Regular guest with mean rank (1041.50); followed by Occasional guest (523.50); and in the third level were First time guest by mean rank (102.50) ; with (Chi-Square) values ranging (1050.969); Asymp. Sig. (.000) this indicate there is statistically significant relations.

Moreover; CCM dimensions have an impact on CCM that effect the Customer' satisfaction in accordance to the respondents' Experience the results show that the most effective dimension is the employees' knowledge on the

CCM strategies with (Chi-Square) value (1047.113), and Sig. (0.000). Followed by customer' orientation with Chi-Square value (1033.895), Sig. (0.000); the third level were the Loyalty programs with (Chi-Square) value (1024.280), Asymp, Sig. (0.000).in the fourth level were Internet based communication tools with (Chi-Square) value (1018.148), Asymp, Sig. (0.000). In the fifth level were Service processes with (Chi-Square) value (999.068), Asymp, and Sig. (0.000). These indicate there are statistically significant relations. These results agreed with H1: CCM dimensions have statistically significant differences impacts on CCM in accordance to the respondents' Experience. As shown in table (12).

Table 12: The impact CCM on customer' satisfaction in accordance to the respondents' experience NPar tests.

Ranks				Test Statistics ^{a,b}	
	experience	N	Mean Rank	Chi-Square	Asymp. Sig.
First: customer' orientation	First time guest	204	108.85	1033.895	.000
	Occasional guest	638	526.52		
	Regular guest	398	1033.40		
Second: Service processes	First time guest	204	134.62	999.068	.000
	Occasional guest	638	515.22		
	Regular guest	398	1038.32		
Third: Employees' knowledge on the	First time guest	204	127.03	1047.113	.000

CCM strategies	Occasional guest	638	516.85		0
	Regular guest	398	1039.59		
Fourth: Internet based communication tools	First time guest	204	123.68	1018.148	.000
	Occasional guest	638	517.13		
	Regular guest	398	1040.86		
Fifth : Loyalty programs	First time guest	204	114.50	1024.280	.000
	Occasional guest	638	521.25		
	Regular guest	398	1038.95		
Sixth: Satisfaction	First time guest	204	102.50	1034.981	
	Occasional guest	638	523.50		
	Regular guest	398	1041.50		
Customers' Centricity	First time guest	204	103.21	1025.361	.000
	Occasional guest	638	523.67		
	Regular guest	398	1040.86		

a. Kruskal Wallis Test

b. Grouping Variable:
experience

Regarding guests' opinion concerning the effect of the (customer - orientation - service processes - employees' knowledge on the CCM strategies - internet based communication tools - loyalty programs) on the (guests' satisfaction), in accordance to the respondents' Type.

The first hypotheses were tested using NPar tests “Mann-Whitney U; Wilcoxon W; Z; and Asymp; Sig. (2-tailed). Test for the effect of the guests’ opinions regarding CCM practices in accordance to the respondents’ Type centric marketing strategies; internet based communication tools; loyalty programs; satisfaction; Customers’ Centricity) ; and a. Grouping Variable: Type of guest).

On other words: The effect of the respondents’ opinions regarding CCM practices in accordance to the respondents’ type NPar tests “Mann-Whitney U; Wilcoxon W; Z; and Asymp. Sig. (2-tailed)” were as following: Results shows that there is strong impact of the applying CCM practices on customer’ satisfaction in accordance to the respondents’ Type of guest the highest mean rank level were foreign guest with mean rank (824.96); followed by local guest with mean rank (211.09); with Mann-Whitney U values ranging (1690.000); Wilcoxon W (87181.000); Z values ranging (-28.606-); Asymp. Sig. (2-tailed) (.000) this indicate there is statistically significant relations. These results agreed with H1: There is a significant effect of CCM in customer’ satisfaction in accordance to the respondents’ type.

Moreover; CCM dimensions have an impact on CCM that affect the customer’ satisfaction in accordance to the respondents’ Type the results show that the most effective dimension was Employees’ knowledge on the CCM strategies with (Mann-Whitney U) value (24232.000), Sig. “2-tailed” (0.000) followed by customer’ orientation with (Mann-Whitney U) value (7598.500), Asymp. Sig. ‘2-tailed’

(0.000); the third level were loyalty programs with (Mann-Whitney U) value (1313.000), Asymp, Sig. (0.000).in the fourth level were internet based communication tools with (Mann-Whitney U) value (929.500), Asymp, Sig. (0.000). In the fifth level was service processes with (Mann-Whitney U) value (845.000), Asymp, and Sig. (0.000). These indicate there are statistically significant relations. These results agreed with H1: CCM dimensions have statistically significant differences impacts on CCM in accordance to the respondents' Type. As shown in table (16), and Figure (3.3): INDEPENDENT TEST (first total -second total- third total-fourth total- fifth total- sixthtotal seventh -Customers' Centricity) GROUP (Typeofguest). CRITERIA ALPHA=0.05 - CILEVEL=95.

Table 13: The impact CCM on customer' satisfaction in accordance to the respondents' Type of guest Mann-Whitney U NPar tests.

Ranks					Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig.
	Type of guest	N	Mean Rank	Sum of Ranks				
First: customer' orientation	Local guest	413	225.40	93089.50	7598.500	93089.500	28.065-	.000
	Foreign Guest	827	817.81	676330.50				
Second: Service processes	Local guest	413	209.05	86336.00	845.000	86336.000	28.980-	.000

	Foreign Guest	825.98	683084.00					
Third: Employees' knowledge on the CCM strategies	Local guest	265.67	109723.00	24232.000	109723.000	-	25.411-	.000
	Foreign Guest	797.70	659697.00					
Fourth: Internet based communication tools	Local guest	209.25	86420.50	929.500	86420.500	-	28.919-	.000
	Foreign Guest	825.88	682999.50					
Fifth : Loyalty programs	Local guest	210.18	86804.00	1313.000	86804.000	-	28.861-	.000
	Foreign Guest	825.41	682616.00					
Sixth: Satisfaction	Local guest	211.09	87181.00	1690.000	87181.000	-	28.606-	.000
	Foreign Guest	824.96	682239.00					
Customers' Centricity	Local guest	207.41	85660.00	1690.000	85660.000	-	28.771-	.000
	Foreign Guest	826.80	683760.00					

a. Grouping Variable: Type of guest

To demonstrate the effect of different degrees of statistical significance between the mean of the different variables that affect the CCM (customer' orientation -

Service processes - Employees' knowledge on the CCM strategies- Internet based communication tools - Loyalty programs) on the Egyptian hotels in accordance to the guests' satisfaction, analysis of variance - ANOVA was used.

On the other side, evaluate the guests' vision regarding the impact of CCM on the customers, satisfaction. Therefore, the important result means that the highest f value were the extent of Internet based communication tools the value for F was "5546.224"; followed by evaluating the guests' vision regarding the customer' orientation , with the value for F was "4983.394", and evaluating the guests' vision regarding the employees' knowledge on the CCM strategies. The value for F was "4668.419", with Sig "0.000". These indicate there are statistically significant relations in accordance to the guest 'satisfaction, as shown in table (14).

Table 14: One-way analysis of variance - ANOVA to compare the effects of CCM in accordance to the guest 'satisfaction

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig .
First: customer' orientation	Between Groups	447.838	26	17.225	4983.394	.000
	Within Groups	4.193	1213	.003		
	Total	452.030	1239			
Second: Service processes	Between Groups	578.043	26	22.232	3582.150	.000

	Within Groups	7.528	1213	.006		
	Total	585.57 2	1239			
Third: Employees' knowledge on the CCM strategies	Between Groups	585.42 8	26	22.51 6	4668. 419	.00 0
	Within Groups	5.850	1213	.005		
	Total	591.27 8	1239			
Fourth: Internet based communication tools	Between Groups	609.36 6	26	23.43 7	5546. 224	.00 0
	Within Groups	5.126	1213	.004		
	Total	614.49 1	1239			
Fifth : Loyalty programs	Between Groups	557.53 8	26	21.44 4	2413. 964	.00 0
	Within Groups	10.775	1213	.009		
	Total	568.31 4	1239			

A one-way ANOVA method was used to study guests' opinion concerning the effect of the CCM practices from the different guests' satisfaction; they are five dimensions: (First: customer' orientation ; Second: Service processes; Third: Employees' knowledge on the CCM strategies; Fourth: Internet based communication tools; Fifth: Loyalty programs). As well as, evaluate the impact of the customer' satisfaction on the guests 'retention.

Moreover; there is a role of CCM practices on support Customer' satisfaction. a. Friedman Test shows that evaluating the guests' vision regarding the impact of the CCM on Customer' satisfaction; customer' orientation

were the 'higher main rank and agree with Mean Rank (7.97) followed by the Satisfaction with Mean Rank (6.74) ; followed in the third level by the employees' knowledge on the CCM strategies with Mean Rank (5.11) Regarding evaluating the guests' vision about the CCM practices impacts in customer' satisfaction.

The results also showed that Chi-Square 7240.152 and the parameter ratio Sig. (0.000). This means that there are statistically significance differences between the effects of the different CCM practices and the guests' satisfaction. These confirm the H1: There is a significant impact of applying CCM practices in the development on the customer' satisfaction. As shown in Table (15).

Table 15: a Friedman Test among the various variables that influence the role of CCM in the Customer' satisfaction (N. 1240).

code	Ranks		a. Friedman Test (N. 1240).		
		Mean Rank	Chi-Square	df	Asymp. Sig.
first total	First: customer' orientation	7.97	7240.152	7	.000
Second total	Second: Service processes	4.48			
third total	Third: Employees' knowledge on the CCM strategies	5.11			
fourth total	Fourth: Internet based communication tools	1.01			
fifth total	Fifth : Loyalty programs	2.53			

sixthtotal	Sixth: Satisfaction	6.74			
Customers' Centricity	Customers' Centricity	4.64			

H2: There are significant relationships between the main variables of the study (CCM practices; customer' satisfaction).

Regarding the research hypothesis test **H2:** There are significant relationships between the main variables of the study (CCM practices; customer' satisfaction). Research hypotheses were tested using Pearson correlation coefficient. Preliminary analyses were performed to ensure no violation of assumptions of normality and linearity.

Results showed that there is a significant correlation between (CCM practices; customer' satisfaction). With (r) values ranging from (0.916**) to (0.992**) ($p < .01$) **. The correlation was significant at the 0.01 level (2-tailed). Based on the results of Pearson correlation analysis which represent proposed linear relationship, all the research hypotheses were positive and supported.

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

- A. There is statistically significant relationship between the Customers' Centricity and customer' satisfaction, with (r) values (0.976**), and p (.000);
- B. There is statistically significant relationship between Customer-Centric Marketing dimensions and

Customers' Centricity in the Egyptian Hotels with (r) values (.951**-.992**), and p (.000).

C. There is statistically significant relationship between Customer-Centric Marketing dimensions and Customers' Satisfaction in the Egyptian Hotels with (r) values (.946**-.959**), and p (.000).

D. of selected hotels as shown in tables (16) illustrates that:

Table 30: the relationships between the main variables of the study.

		Correlations						
		first total	Second total	third total	fourth total	fifth total	sixthtotal	Customers
first total	Pearson Correlation	1						
	Sig. (2-tailed)							
Second total	Pearson Correlation	.898*	1					
	Sig. (2-tailed)	.000						
third total	Pearson Correlation	.893*	.916*	1				
	Sig. (2-tailed)	.000	.000					
fourth total	Pearson Correlation	.928*	.961*	.961*	1			
	Sig. (2-tailed)	.000	.000	.000				
fifth total	Pearson Correlation	.924*	.946*	.965*	.980*	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
sixthtotal	Pearson Correlation	.957*	.947*	.950*	.959*	.946*	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
Customer s' Centricity	Pearson Correlation	.951*	.970*	.972*	.992*	.989*	.976**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

Table 17: Hypothesis test summary.

Null Hypothesis	Test	Sig.	Decision
The distributions of first total, second total, third total, fourth total, fifth total, sixth total, Customers' Centricity, are the same.	Related Samples Friedman's Two way analysis of variance by ranks	0.000	reject the null hypothesis

Asymptotic significances are displayed. The significance level is 0.05.

Conclusion

Evaluating the guests' vision regarding the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels:

Rendering the first dimension: customer' orientation the results showed that:

The importance of applying the CCM practices to handle guest complaints; the hotel always puts guest concerns first, with the main objective being to satisfy guests. These indicate the importance of the guests' satisfaction; the hotel always makes effort to understand the individual guest needs and preferences. This shows the role of CCM practices in understand the individual guest needs and preferences to enhance guests' satisfaction. These results agreed with (Buttle, 2004; Kotler, 2004; McEachern and Warnaby, 2005; Higgins, 2006; Kotler, 2014; Alt *et al.*, 2019; Hirt *et al.*, 2019).

According to the second dimension: the service processes the results showed that: the importance of employees' empowerment to resolve guest complaints; the importance of guest information in all service processes; the importance of the well-coordinated and harmonized of

service processes; CCM improve service performance and Customer' satisfaction. The hotel should have well designed guest complaint handling processes. The role of CCM practices in well-designed guest complaint handling processes. These results agreed with (Baum *et al.*, 2001; Muriithi, 2015).

According to the third dimension: Employees' knowledge on the CCM strategies the results showed that the hotel employees are willing to help guests in a responsive manner, the importance of help guests in a responsive manner. Employees work together in providing customer service, the importance of team work. Moreover, results show the importance of prompt service and of quality service. These results agreed with (Buttle, 2004; Dimitrios, 2007; Wong, 2010; Ivanovic *et al.*, 2011).

According to the fourth dimension: the Internet based communication tools the results showed that: the importance of software's to enable storing and sharing guest information. The importance of the role of IT applications for automated service processes. The hotels need to have well-designed web-based applications to market and service guests (CCM apps), the importance of quality service. These results agreed with (Sheth *et al.*, 2000; Wang *et al.*, 2000; Philipsen and Kemp, 2003; Niininen *et al.*, 2007; Kotler and Armstrong, 2014; Haumann *et al.*, 2015; Viswanathan *et al.*, 2016).

According to the fifth dimension: the loyalty programs the results showed that: the importance of the hotel loyalty program to increase employees' satisfaction. Importance of increase hotel loyalty programs on satisfaction. The hotels needs more care regarding improve the level of loyalty programs. The hotel loyalty programs should meet the expectations. These results agreed with (Ranaweera and Prabhu, 2003; Duffy, 2005; Nunes and Drèze:2006; Liu and

Yang, 2009; Kearns, 2010; Anna *et al.*, 2014 Mathies *et al.*, 2014; Marques *et al.*, 2016).

According to the Sixth dimension: the Satisfaction the results showed that in the guest is satisfy with this hotel service processes, hotel service processes is major factor for customer' satisfaction, The importance of customer' orientation , The importance of CCM practices for customer' satisfaction. The hotel should pay attention to guest needs. Egyptian hotels need more care regarding hotel loyalty programs; Hotels needs more care regarding improve the customers' satisfaction. Hotel should give the guest individual attention. The hospitality services should meet and exceed guest expectations. These results agreed with (Minghetti, 2003; Ang and Buttle, 2005; Parker *et al.*, 2009; Wong, 2010; Ganiyu *et al.*, 2012; Marques *et al.*, 2016; Anke, 2019).

On the other side, in the last ranking position (the sixteenth) was the hotel concerns with guest opinions, results indicate that Egyptian hotels need more care regarding concerns with guest opinions; Egyptian hotels need more care in order to increase customer' satisfaction. The hotels need more care regarding guest life. The guest is satisfying with this hotel internet based communication tools. The hotels need more care to exactly meet what guest needed for a vacation. Customer' satisfaction should be deeply rooted. These results agreed with (Ahmad and Buttle, 2002; Al-Rousan and Mohamed, 2010; Syaquirah and Faizurrahman, 2014; Anke, 2019).

Recommendations

Increasing sustainable customers' centricity and satisfactions largely a matter of common sense and good management practice. Simply requires stockholders, managers and employees to work together for the common

good. All share a joint responsibility for managing with CCM to achieve customer satisfaction. When applying CCM practices it successfully that helps guests to enjoy their experiment and improve guest' satisfaction to succeed as a result. Hotels need to work towards the creation of effective CCM practices in order to achieve customers' retention. In simple words, applying effective CCM practices is the key towards guest satisfaction. This research suggested some recommendations to hotels in order to apply control and improve CCM for their guest in an attempt to improve guest satisfaction in order to maximize profits.

At the end of this research, based on the results obtained during the study, Referring to the previous conclusion the study recommends the following to improve the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels:

1. Always make sure to have good CCM service provided and good service providers as this is what people are looking for in every hotel they go to.
2. Including the logo of the customer is the actual boss of the hotel in its strategy.
3. The shift to naming clients as dear guests, because of its significance in the Egyptian society.
4. Seeking to move to the category of caring for customers, their needs and desires.
5. Utilizing available technology to enhance aspects and strategies of CCM by taking care to provide information about clients.
6. Hotel has to have quick response for any negative feedback in order to maintain good CCM with their guests.

7. Training all the employees in the hotel in order to know how to deal with angry guests and how to recover any sudden mistakes that could happen.
8. The good quality of CCM practices is what differentiates the hotel to another.
9. Guest' needs, requirements, desires, and centrality should be the first priorities of applying CCM practices.
10. Moreover, hotels managers should train employees how to access the required resources to do their job and should give them regular and constructive feedback in order to increase guest retention.
11. Identifying the factors and elements that would increase customer' satisfaction through CCM programs.
12. Managers should be aware of the importance of applying the CCM practices to handle guest complaints.
13. The hotel should always make effort to understand the individual guest needs and preferences.
14. Managers should be recover the roles of CCM practices in understand the individual guest needs and preferences to enhance guests' satisfaction.
15. Managers should be aware of the importance of employees' empowerment to resolve guest complaints.
16. Managers should be aware of the importance of guest information in all service processes.
17. Managers should be aware of the importance of the well-coordinated and harmonized of service processes.
18. Managers should be aware of the importance of software's to enable storing and sharing guest information.
19. Managers should activate the role of IT applications for automated service processes.
20. Hotels need to have well-designed web-based applications to market and service guests (CCM apps).

21. Managers should applying, increases and continues improve the hotel loyalty program to meet the guest expectations and increase satisfaction
22. Managers should be aware of the importance of CCM practices for customer' satisfaction.
23. Hotel should give the guest individual attention.
24. Egyptian hotels need more care regarding concerns with guest opinions and the importance of word of mouth.

Obstacles of Study

The study seeks to verify the idea of CCM. Therefore, the study seeks to identify the effects of customer-centric marketing on sustainable customers' centricity and satisfaction in the Egyptian hotels. This study seats out to address this main question within the Egyptian hotels context: "to what extent do CCM practices "customer' orientation - service processes- Internet based communication tools- employees' knowledge on the strategies- loyalty" affect the customer retention in the Egyptian hotels?"

The research problem is to study the applicable of the CCM significantly in the Egyptian hotels and to identify the sample, the systems, the applications, the effects on the customers' satisfaction and how to achieve Sustainable customers' centricity and satisfaction through the following points and questions: Does CCM affects customer retention in the Egyptian hotels? Does customer orientation affect customer retention in the Egyptian hotels? Does Service process affect customer retention in the Egyptian hotels? To what extent does the employees' knowledge on the customer centric and dominant logic marketing strategies influences selected hotels customers' satisfaction and retention. Do the information technology and communication tools with their individual customers influence customers' satisfaction of

hotels in Egypt? ; Does customer' satisfaction affect customer retention? What are the ways for increasing the sustainable customers' centricity and satisfaction in the Egyptian hotels? What are the points that employees need to stressed in the hotels regarding the CCM and increase the customers' retention.

Due to many difficulties and obstacles, including this time and cost factor in addition to the outbreak of the Corona epidemic and the suspension of tourism for a period of three months starting from March 15, 2020 until the regularity of tourism and travel movement and the opening of global markets again on June 15, 2020; as shown in Circular No. 38 and No. 45 Chamber of Establishments Hotel (Ministry of Tourism and Antiquities and its Hotel Establishments Room 2020^B).

Face-to-face communication that carries the risk of infection has been replaced by Internet communication (Fuchs 2020^a) and most hotels, tourism companies, airlines, workplaces and public places have closed due to the coronavirus crisis, and communication was done through the Internet (Fuchs, 2020^b). So, in June, it was allowed to partially open a group of hotels after fulfilling all the health conditions and obtaining a certificate for that, and the study was limited to a group of five-star hotels that obtained the health certificate from the Ministry of Health and Environment, and communication through the Internet and telephone in most cases in order to find out the opinions of the two monasteries, directors of departments and heads of departments on the measures taken by the Egyptian Federation of Tourist Chambers to confront the emerging corona virus to stimulate and support the tourism field in Egypt.

Further Researches

For the exploratory factor analysis, the basis of factor analysis includes correlations, and therefore these correlations describe relationships. As causal inferences cannot be made from correlations alone, the research has taken extra care to circumvent this limitation by also looking at the inferences using commonsense and the knowledge that the researcher has in the industry.

The research calls for future researches to use new marketing strategies theories in order to increase the hotel guest and employee engagement and loyalty.

Due to time and other constraints, there were a number of limitations. For instance, this research investigated the CCM in only a sample of 42 five star hotels in Sharm El Sheik, Hurghada, Cairo, Luxor and Aswan. Consequently, further studies could focus on other categories of hotels such as four and three star hotels, other types of hotels, or other destinations such as Alexandria, Marsa Matrouh, El Alamein, and North Coast. Therefore, further studies could focus on other categories of hospitality fields such as Nile Cruise boats, restaurants, schools, hospitals, catering, airways and railways.

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

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

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