Relationship in Travel Agency:
- A case of Chinese International Travel Service

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Preface

This thesis is the concluding paper of Bachelor Programmer in Marketing at Linnaeus University, Växjö, Sweden. The work conducted during the spring and summer of 2011.

In order to write this thesis we have worked with vast number of people. We would like to thinks everyone who has contributed with useful and valid information or data to this thesis.

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Abstract

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Title – Relationship in Travel Agency

Background – With the social and economic development and people's living standards, travel service become a popular leisure time has come. Travel agencies are very sensitive services company because the customer wants the high quality of services to enjoy their travel. The paper purpose is to find out any interrelation between travel agency and client. This is aimed by a case study in a Chinese Travel Agency.

Aim – the aim of this paper the factors which affect the relationship between client and travel agency. This study will help to reader about the knowledge of the factors which can be helpful for travel agencies to improve their relationship with their clients.

Research question – how can these factors including service quality, customer satisfaction, and membership relationship and CRM be used in order to establish good relationship between tourists and travel agency?

Method – in this paper, a positivistic point of view is embedded, and then we chose to use a case study design in a travel agency. In addition, we used primary and secondary for gathering the data. The research question was answered in the analysis
with the combination theoretical framework and empirical data from a real case of Chinese International Travel Service (CITS).

Finding – this paper mentioned four factors including service quality, customer satisfaction, membership relationship and customer relationship management be used in order to create long relationship between tourists and travel agency. Service quality has become a factor important in the overall tourism experience, and one which ultimately dictates is the success of the tourism business. Service satisfaction is a crucial point for firm to keeping the long relationship with customer. A membership relationship is a formalized relationship between the firm and an identifiable customer that often provides special benefits to both parties. Customer Relationship Management (CRM) focuses on managing the relationship between a company and its current and prospective customer base as a key to success.

Conclusion—though observing the travel agency’s situation, authors used four factors to analyze what the problems they are, and give firm’s suggestion about how to use the factors to maintain and enhance the relationship with customer.

Key words – service quality, customer satisfaction, membership relationship, customer relationship management
# Table of contents

Abstract ........................................................................................................................................... 3
List of abbreviations: .......................................................................................................................... 7
1. Introduction ..................................................................................................................................... 8
   1.1 Background ............................................................................................................................... 9
   1.2 Problem discussion ................................................................................................................... 10
   1.3 Aim ........................................................................................................................................ 11
   1.4 Research question ................................................................................................................... 11
   1.5 Delimitations .......................................................................................................................... 11
   1.6 Disposition .............................................................................................................................. 12
2. Theoretical framework .................................................................................................................... 13
   2.1 Service quality ......................................................................................................................... 14
   2.2 Customer satisfaction .............................................................................................................. 17
   2.3 Customer satisfaction and service quality .............................................................................. 18
   2.4 Membership relationship ......................................................................................................... 20
   2.5 Customer relationship management ....................................................................................... 21
3. Methodology .................................................................................................................................. 24
   3.1 Qualitative method .................................................................................................................. 25
   3.2 Qualitative method .................................................................................................................. 25
   3.3 Scientific paradigms-Deductive .............................................................................................. 26
   3.4 Positivism (Scientific methodology) ....................................................................................... 27
   3.5 Case study design ................................................................................................................... 28
   3.6 Gather the data- primary/secondary data ............................................................................. 28
   3.7 Source criticism ...................................................................................................................... 30
4. Empirical investigation ..................................................................................................................... 32
   4.1 Secondary data from China International Travel Service ....................................................... 33
   4.2 Primary data from managers and customers.......................................................................... 34
      4.2.1 Primary data collected with interview ............................................................................. 34
4.2.2 Primary data collected with questionnaire

5. Analysis
   5.1 Service quality and customer satisfaction
   5.2 Membership management
   5.3 Customer relationship management

6. Conclusions

7. Reference list
   7.1 Service quality and customer satisfaction
   7.2 Membership management
   7.3 Customer relationship management

Appendices:
   Appendix A Interview for managers
   Appendix B Questionnaire for customers

List of figures:

Figure 1 The thesis disposition
Figure 2 Gap in service quality
Figure 3 Gap analysis in service quality model
Figure 4 Age of responders
Figure 5 Gender of responders
Figure 6 Expected service and Perceived service from clients
Figure 7 The percent of travel again with CITS
List of abbreviations

CITS – Chinese International Travel Service

CRM – Customer Relationship Management

ES – Expected Service

PS – Perceived Service

UNWTO – World Tourism Organization

CATS – China Association of Travel Services

PATA – Pacific Area Travel Association

IATA – International Air Transport Association

ASTA – American Society of Travel Agents
1. **Introduction**

In this chapter, we want to introduce the reason for choosing the area of study. We present some information about travel industry in background, and our problem discussion will generate research questions and a purpose for this thesis will follow. The limitations will also be stated, as well as our continued disposition, which will end the first chapter.
1.1 Background

“Service industries are the source of economic leadership. Service lies at the very hub of the economic activity of any society and interlink closely with all other sectors of the economy”. (Kandampully, 2000)

With the social development, tourism has become one of the industries with strongest development momentum and largest scale in global economy. Industry position and economic function of tourism in urban economic development strengthened gradually and function of pulling urban economy, driving social employment and promoting the culture and environment showed gradually. (Chinese investment consultation, 2011-06-29)

"Tourism is essentially a service industry or, perhaps more accurately, an amalgam of service industries"(Bureau of labor statistics, accessed 2011-07-02). It includes six aspects of the integrated industry: transportation, sightseeing, accommodation, catering, shopping and entertainment. But sightseeing, transport and accommodation are the three pillars of the tourism industry.

"Travel agencies help travelers by sorting through vast amounts of information to help their clients make the best possible travel arrangements. Travel agencies offer advice on destinations and make arrangements for transportation, hotel accommodations, car rentals, and tours for their clients. In addition, resorts and specialty travel groups used by travel agencies to promote travel packages to their clients."(Bureau of labor statistics, accessed 2011-07-02).

"Travel agencies are expected to be able to advise travelers about their destinations, such as the weather conditions, local ordinances and customs, attractions, and exhibitions. For those traveling internationally, agents also provide information on customs regulations, required documents (passports, visas, and certificates of vaccination), travel advisories, and currency exchange rates. In the event of changes in itinerary in the middle of a trip, travel agencies intercede on the traveler's behalf to
make alternate booking arrangements.” (Bureau of labor statistics, accessed 2011-07-02) Consequently, the management practices of travel agencies are typically concerned with such issues as quality and productivity as they fall within the aegis of services marketing.

According to Gronroos (2007), from a service perspective, the services are produced and consumed simultaneously. Travel agents, as a service offering suppliers, should involve participation with its employees and tourists at various stages of the production and consumption process. Relationships between these parties become critical for a travel agent.

1.2 Problem discussion

With the social and economic development and people's living standards, a popular leisure time has come. Travel agencies are very sensitive services company because the customer wants the high quality of services to enjoy their travel. Travel agencies have enjoyed phenomenal growth during recent years. An increasingly competitive travel and tourism market has lead to a paradigm shift in marketing philosophy (Gronroos, 1997). The focus of marketing has shifted from being transaction oriented to addressing value-enhancing relationship strategies. The change has occurred in part due to the increased awareness of the great impact of customer retention on profit and the realization that the costs of maintaining customer is significantly less than the costs of attracting new ones. The importance of reducing defective customers has prompted travel and tourism providers to focus their efforts at creating and nurturing long-term relationship with their customers. (Morais et al., 2005).

The relationship between company and client totally based on the service evaluation variables such as quality and satisfaction. (Hutchinson et al., 2008) Keeping a service relationship between customers and a company is keeping customers as it is about getting them in the first place. Service quality should be emphasized as one of factors in keeping a service relationship. (Christopher et al., 1991) According to Bolton (1998
cited in Lemon et al., 2002), "customer satisfaction is also a key determinant in customers' decisions to keep or drop a given product or service relationship." As Lovelock and Wirtz (2007) mentioned, a membership relationship often provides special benefits to both parties. In addition, "a good customer relationship management (CRM) leads to higher customer satisfaction. Content customers are loyal and therefore more valuable customers. This directly affects the revenue stream. "(Gebert et al., 2002) So we found that these factors of service quality, customer satisfaction, membership relationship and CRM are most important and the research about these factors will be fruitful.

1.3 Aim

The aim of the paper is to investigate the factors which affect the relationship between client and travel agency. This study will help to reader about the knowledge of the factors which can be helpful for travel agencies to improve their relationship with their clients.

1.4 Research question

How can these factors including service quality, customer satisfaction, and membership relationship and CRM be used in order to establish good relationship between tourists and travel agency?

1.5 Delimitations

The Tourism Industry for services relationship was chose during this study. The thesis is delimited to the factors affecting the service relationship which will be beneficial for the travel agencies. Due to there are many different factors affecting the service relationship, in order to limit the research area we have chosen the four factors just focus on the two books from Grönroos (2007) and Lovelock and Wirtz (2007). It was also delimited by using course literature and scientific articles. A real case study was
presented in the empirical data part. It will be validate the analysis combine with theoretical framework and empirical data which will be the authenticity of our conclusion result.

1.6 Disposition

Chapter 1 introduced the background and reasons for choosing the area of research. Chapter 2 presented our theoretical framework that will constitute the foundation for our thesis and for the solution to our problem. A conceptual model is presented in this chapter which will guide our analysis. Then, chapter 3 describes our chosen methodology, which will help us find the answers to our research questions. Furthermore, our empirical data collected from the objects of this study will be publicized in chapter 4. We will compare and analyze our theoretical framework and the empirical findings in chapter 5. Conclusions will in chapter 6 be drawn from the discussion in the previous chapter and our research questions will be answered.

![Figure 1. The Thesis Disposition](image-url)
2. Theoretical Framework

This chapter presents the different factors which affecting relationship between customer and travel agency, including service quality, customer satisfaction, membership relationship and customer relationship management. Some models are presented in this chapter for help readers easy to understand the theory of this thesis.
2.1 Service Quality

The importance of a Service Quality has defined by Berry et al (1997). As it has become a factor important in the overall tourism experience, and one which ultimately dictates is the success of the tourism business. Customers today are unwilling to compromise themselves to a mediocre service. Customer has become the great differentiators - the most powerful competitive weapon that a firm possesses.

On the one hand, the delivering superior quality of service has been recognized as the most effective means of ensuring that a firm's offering stands out from a crowd of look-alike competitive offerings.

Besides, quality perceived in a service is a function of the gap between consumers' expectations of the service and their perception of the actual service delivered by the organization. In other words, customers access service quality by comparing the service they “receive” (perceptions or what I get) with the service they “desire” (expectations or what I want). Moreover, as said by Augustyn (1998), "despite the fact that the quality of the physical part of the tourism product is important, the quality of the human part of the service offered constitutes a critical success factor. A room of top quality standard is not in a position to compensate for the unfriendly and inhospitable behavior of staff." It should, however, be noted that other factors, such as the quality of destination facilities, public transport, infrastructure, hospitality behaviour also affect customer satisfaction and they make a lot of impression upon the customer’s loyalty.

On the other hand, it is, therefore, imperative that tourism organizations both understand the expectations and needs of customers and, further, design products and services to match and exceed those expectations.
For instance, along with Armistead and Clark (1994) "travel offers that fail to provide social ambiance will be considered less satisfactory by the traveler. Social ambiance which negatively influences customers may very well influence service employees’ interaction with the customers.” It can have a considerable impact on the quality of service perceived by the customer because service quality perceived, value and satisfaction have relationship between each other and also influence behavioral intentions outcomes. These three services evaluation constructs are the cause of affecting relationship of company.

Furthermore, a gap analysis model proposed by Gronroos (2007) which is intended to be used for analyzing sources of quality problems and for helping managers understand how service quality can be improved. There are five gaps in this mode (see figure 2), in which gap 5 is the core of model.

• The management perception gap (gap 1) which means that management perceives the quality expectations inaccurately

• The quality specification gap (gap 2) which means that service quality specifications are not consistent with management perceptions of quality expectation

• The service delivery gap (gap 3) which means that quality specifications are not met by performance in the service production and delivery process

• The market communication gap (gap 4) which means that promises made by marketing communication are not consistent with the service delivered

• The perceived service quality gap (gap 5) which means that the perceived experienced service is not consistent with the expected service.
Model shows how the formation of service quality. The upper half of the model involves customer-related phenomena. Expected service of customer is the function of word of mouth communication, personal needs and past experience. In addition, it is also affected by corporate marketing communication activities. Actual experience of service as perceived service in this gap model, it are results within a series of internal decisions and activities. When the service transaction occurs, the manager’s understanding of customer expectations is play a guiding role in determining the quality of service standards by the Organization. Each gap in the service design and
delivery can damage relationships with customers. Improving service quality requires identifying the specific causes of each gap and then developing strategies to close them.

2.2 Customer satisfaction

Quality engenders satisfaction as a global evaluation that the consumer makes after purchase. In fact, the customer evaluates two features which are benefit and cost derived from the purchase. One of the pioneering theories affirms that satisfaction forms from the consumer’s comparison of expectation before buying with his or her perceptions at the moment of purchase and/or consumption. Then, an important side of satisfaction is that it is a good indicator for firm’s economic profits and moreover of customer loyalty.

Then, to be able to take into consideration these aim aspects of a service and according to Kandampully (2000), "it is important that managers of tourism services understand the importance of tourists' involvement in the various activities. Indeed, it is this involvement and interaction which tourists value highly, that directly impact on the overall perception of their tourism experience. This understanding will assist managers to streamline their operations to enable them to enhance the quality of the tourists' experience by incorporating the activities that they enjoy most."

According to Kandampully (2000), another side to consider concerning tourism managers is that they are required to think about alternative strategies to facilitate the efficient management of both demand and capacity (of the supply). Then, the Package element is important to consider because, as said by Kandampully (2000), "customer satisfaction can be enhanced if travelers’ needs and expectations are considered during the design of the travel packages offered." According to Murdick et al., (2007) a “package” or “assemblage”, comprises a mixture of products, services and interactions. For instance, it may include a pleasant flight; food served on the flight; friendly interaction with the fellow travelers; safe environment; friendly staff - these
are a few of the many factors making up the tourism package. All products are completed by some parts of service.

In addition, Norman (2001) says "most service offerings consist of a 'core service' (the primary need or main reason for choosing a service), and the 'peripheral service' (the little things, or added bonuses that support and complement the primary need)."

2.3 Customer satisfaction and service quality-a prerequisite for success

To start, the foundation for true loyalty lies in customer satisfaction, for which service quality is a key input. Highly satisfied or even delighted customers are more likely to become loyal apostles of a firm, consolidate their buying with one supplier and spread positive word of mouth. Dissatisfaction, in contrast, drives customers away and is a key factor in switching behavior.

More recently, customer loyalty has been used in business context to describe a customer’s willingness to continue patronizing a firm over the long term, preferable on an exclusive basis, and recommending the firm’s products to friends and associates. Building customer loyalty is difficult. Although firms put enormous money and effort into loyalty initiatives, they often are not successful in building true customer loyalty.

The process of loyalty starts with identifying the right customers. “Who should we be serving?” is a question that every service business needs to raise periodically. Customers often differ widely in terms of needs. They also differ in terms of the value that they can contribute to a company. Not all customers offer a good fit with the organization’s capabilities, delivery technologies, and strategic directions. Service customers who buy strictly on lowest prices (a minority in most markets) are not good target customers for relationship marketing in the first place. They are deal-prone and continuously seek the lowest prices. (Lovelock and Writz 2007).

In keeping with Lovelock and Writz (2007), "too many service firms still focus on the number of customers they serve, without giving sufficient attention to the value of
each customer. Generally speaking, heavy users who buy more frequently and in larger values are more profitable than occasional users."

Customer satisfaction or dissatisfaction is a single or initial reflection of the customer service of a single or a reflection of the initial. Satisfaction is a "consumer benchmarking", which will compared with the expected quality and perceive quality, but "quality of service" refers to a company's overall evaluation of service systems. Customer satisfaction depends on the previously reflected or the attitude at that time for service quality. According to the gap analysis in service quality model (Figure 3), customer satisfaction depends on the gap between actual perception of service quality and their expectations of service quality.

![Figure 3: Gap analysis in service quality model (Cao Lihe 2000: 205)](chart)

From this model, we can know that customer has high expectations (ES), but perceived service (PS) quality in fact lower than expected, so the customer will not be satisfied. In contrast, expected service of customer is not high, in fact perceived service quality exceed expectations, it means the customer will be satisfied. If the expected service and perceived service is actually the same, then just meet expectations. The foremost goal of service marketing and management is to eliminate
the gap, improved customer satisfaction and perceived the value of service quality. In this model, there are five dimensions of service quality:

- Reliability: Perform promised service dependably and accurately.
- Responsiveness: willingness to help customers promptly.
- Assurance: Ability to convey trust and confidence.
- Empathy: Ability to be approachable.
- Tangibles: Physical facilities and facilitating goods.

The upper half of the model is relative with the customer, whereas the lower half service about provider. Expected service is the result of combine with the customer in the past experience, personal needs and word of mouth communicate, at the same time, it also affected by corporate marketing strategy. Service quality gap 5 is the sum of other 4 aspects of the quality gap. It means, gap 5 = gap 1 + gap 2 + gap 3 + gap 4.

### 2.4 Membership relationship

According to Lovelock and Wirtz (2007), "a membership relationship is a formalized relationship between the firm and an identifiable customer, which may offer provides special benefits to both parties."

Membership relationships have characteristics that are distinctly different from those in the marketing channels area. "For example, channels studies typically focus on a single key account or a small number of accounts, but membership relationships generally involve the management of hundreds and often thousands of customers. In membership relationships, managers are interested in collective behaviors of members, such as membership retention rates, the degree the membership participates in and uses the membership benefits, and coproduction or volunteering behaviors. In addition, managers are interested in the psychological bonds of the membership, such as commitment and identification "(Bhattacharya, 1995, cited in Gruen et al., 2000).
Discontinues transactions, which involves a payment to the service supplier through an essentially “anonymous” consumer, are typical of services like transport, restaurants, and shoe repairs. "The problem for marketers of such services is that they tend to be less informed than their counterparts in membership-type organizations about who their customers are and how each customer uses the service." Managers in businesses that sales discrete transactions have to work much harder to establish relationships with their client. (Lovelock and Wirtz, 2007)

In large companies with amount of customers, transactions can still be changed into relationships through achieving reward program, which needs customers to apply for membership cards with which transactions can be caught and customers’ preferences transferred to the front line. (Lovelock and Wirtz, 2007)

Incentives that provides rewards depend on the frequency or value of purchase integration of both act a basic level of customer bonds. Reward-based can be with incentives that have a financial value, such as discounts on programs and purchases. Nonfinancial rewards provide customers with benefits or value that can not be transformed directly into monetary terms. Examples are offering priority to members for waiting lists and step into call centers and operators. Providing extra services often plays an important role in establishing and maintain relationships between customers and company. "Customers tend to value the extra attention given to their needs, as well as the implicit service guarantee offered by higher-tier memberships, including efforts to meet special requests." (Lovelock and Wirtz, 2007)

2.5 Customer Relationship Management

A view of how to manage customer relationships effectively has become a key subject in recent years. Organizations become to aware of that customers have different economic value to the company, and they need to adapt their customer offerings and communications with strategy accordingly. (Reinartz, W. et al. 2004)
Customer Relationship Management (CRM) pays attention to managing the relationship between a company and its current and previous customer as a key to success. A good relationship with the customer brings on a higher customer satisfaction. Content customers are loyal and valuable compared to the previous. And they can directly affect the company's revenue stream. (Gebert H. et al. 2002)

Peppard (2000, cited in Bull, 2003) suggests that technological advances in global networks, convergence and improved interactivity, are key to explaining the growth of e-business and CRM. "The increasing use of digital technologies by customers, particularly the Internet, is changing what is possible and what is expected in terms of customer management" (Tamminga and O’Halloran, 2000, cited in Bull, 2003). "The appropriate use, for instance, of automation technologies, such as interactive voice response systems and Web-based frequently asked question pages, could be popular with customers and highly cost effective" (Pettrissans, 2000, cited in Bull, 2003).

Many companies have large amounts of customers, many different touch points (for instance, tellers, call center staff, self-service machines, and Web sites), at multiple geographic locations. CRM systems play as an enabler, getting customer information and delivering it to the various touch points. (Lovelock and Wirtz, 2007)

CRM refers to all business activities directed towards initiating, building, sustaining, and developing successful long-term relational exchanges. CRM can be defined as an interaction achieving the optimum balance between corporate investments and the satisfaction of customer requires to creating the maximum profit. It involves (Özgenera, and Irazb, 2006)

---Measuring both inputs across all functions including marketing, sales and service costs and outputs in terms of customer revenue, profit and value.

---Acquiring and continuously updating knowledge about customer needs, motivations and behavior over the lifetime of the relationship.
-- Applying customer knowledge to continuously improve performance through a process of learning from successes and failures.

-- Integrating the activities of marketing, sales and service to achieve a common goal.

-- Implementing appropriate systems to support customer knowledge acquisition, sharing and measuring CRM effectiveness.

-- Constantly flexing the balance between marketing, sales and service inputs against changing customer needs to maximize profit.
3. Methodology

According to Bryman and Bell (2007), there are two methods for conducting research. These methods are Quantitative and Qualitative. In this chapter, we tend to give a brief explanation of these both methods and reason why we chose one of them.

We explain the research design used in the paper and how we gathered data about our research.
3.1 Quantitative method

According to Bryman and Bell (2007: 154) Qualitative method uses some conditions that distinguish it as an approach in its own. First, quantitative embeds a deductive approach to the relation between theory and research. Deductive means when the sources and text written before can be used as a guide to the practice to conduct a research. In this stance the theory is put on the test. Second, quantitative method adopts the natural methods and scientific models an approach coming from epistemological considerations on making research. Positivism is the view that best supports all this scientific adaptation of models on explaining the social realm (Bryman and Bell, 2007: 16). Third, Quantitative method considers social reality as something that exists independent in external (objectivity) and this coming as an approach from the ontological considerations.

3.2 Qualitative method

According to Newman and Benz (1998:3) “The qualitative, naturalistic approach is used when interpreting and observing reality with the purpose for development of a theory that will explain what was experienced in practice”

According Bryman and Bell (2007:402), qualitative research tends to be concerned with words rather than numbers different as quantitative intends. Furthermore different from quantitative strategy, qualitative supports the inductive approach to the relationship between theory and research. Inductive view gives approaches to the relationship between practice and theory in which theories tend to be generated from the practice. Hence as a theory supporting the human importance and conclusion that everything including the research depends on the individual decision, it rejects the objective reality consisting that social reality is based upon the individuals’ creation. They believe that individuals interpret their social world. In this way qualitative rejects the adaptation of the natural laws and scientific methods (positivism) on explaining and studying the social world in particular.
According to the lines written above there are some conditions that qualitative and quantitative methods are in controversy with each other. But as coming this further more on this topic, emphasis on weaknesses and strengths of both research methods have been discussed by authors (Bryman and Bell 2007: 642). The best way to avoid these discussions was suggested to mix both strategies together when making research. Bryman and Bell define the term mixed methods research as a synonym for a research that integrates both quantitative and qualitative research within a single project (2007: 642).

Our aim is first to use the deductive approach to theory and practice, when empirical data are going to follow after scientific theories sorted. Second qualitative data collection is to be used that come from individual actions as they cooperate between each other in companies. In this way as Bryman and Bell concluded both methods assist each other on research.

As pointed by Bryman and Bell about the individual importance other authors as Denzin and Lincoln, (2008:3) conclude, “Qualitative research locates the observer in the world. It consists of a set of interpretive, material practices that make the world visible. These practices transform the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self.” At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural sittings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them.

3.3 Scientific paradigms-Deductive

There are two important approaches to the development of theory, inductive theory building and deductive theory testing. The difference between these two approaches can be considered as within the scientific paradigms, with the deductive approach interpretation of the positivist paradigm and the inductive approach on behalf of the
phenomenological paradigm (Easterby-Smith et al., 1994, p.24). This thesis was basic on the positivist perspective, so in term of scientific paradigm was also chosen the deductive approach.

According to Bryman and Bell (2007:11) “deductive is an approach to the relationship between theory and research in which the latter is conducted with reference to hypotheses and ideas inferred from the former”. In other words, it is based on specific areas and already existing theory; infer a hypothesis that must be subjected to empirical scrutiny. For deductive, the researcher needs to identify how data can be gathered relative to the general concepts and how to use the prior theory in data collection and analysis.

In the thesis, the data collection was related to prior theory and thesis’s hypothesis about innovation as a growth strategy in travel agency. The deductive approach is fit for this thesis due to the deductive process and conclusions were drawn from general concepts and already existing theories.

3.4 Positivism (Scientific methodology)

As Bryman and Bell (2007:16) mention: "Positivism is an epistemological position that advocates the application of the method of the nature science to the study of social reality and beyond ". It is the positivism stance that best describes epistemological considerations. The emphasis on deductive approach to the relationship between theory and research gives to the researcher the role of the observer. Theoretical terms that are not directly amenable to the observation are not considered scientific (Bryman and Bell 2007: 17). After applying the natural science models (2007: 16) on studying the social sciences to the deductive approach, the research receives the role of testing theories, on which the knowledge comes as a rigorous observation and testing process.

We select this method because the positivism is adapted to our research. We used specific case to explain the situation in the travel agency. Since the positivism is
concerned with scientific viewpoint and logical approach, the principle guides us to follow the deductive way to test and review theory. Hence, we can develop our research study within a correct direction and field.

3.5 Case study design

The essential of a case study aimed at specific unit such as a single organization, location, person or event. Sometimes the case study extended to include two or three cases for comparative aspiration. The definition of case study describes as:

"The basic case study entails the detailed and intensive analysis of a single case. Case study research is concerned with the complexity and particular nature of the case in question" (Bryman and Bell, 2007: 62).

The thesis adopts this kind of research design because the case study focuses on a particular unit, and fits our purpose in the context. We use the case study to analysis the situation of the company, also extract theories from the book, and draw a conclusion or deduct a new concept that can guide others in the travel industry.

3.6 Gather the data - primary/secondary data

It is important for researchers to gather information and statistics during the process of proving the theory. According to Ghauri and Gronhaug (2005), there are two main types of data, primary and secondary. Primary are original data gathered for the particular project at hand meanwhile secondary data refers to information collected by others for a different purpose. In this thesis, we collected our data and information both from primary and secondary data.

Primary data: information collected for the specific purpose at hand. (Philip Kotler & Gray Armstrong, 2010:131)

Primary data is important for all areas of research because it is factual information about the results of an experiment or observation. It is the specific information
collected by the person who is doing the research. It is like the eyewitness testimony at a trial. No one has tarnished it or spun it by adding their own opinion or bias so it can form the basis of objective conclusions.

When dealing with the primary data, in order to make sure our statistics are concrete, current, relevant, unbiased. We gathered our data through the interviews for managers in travel service and questionnaires sent to customers who had already participate with this travel agency. That ensures we direct to contact with the every roles in the market place, also guarantees our data being accurate and reliable.

Secondary data: *information that already exists somewhere, having been collected for another purpose.* (Philip Kotler& Gray Armstrong, 2010: 131)

According to Boslaugh (2007), the main advantage of secondary data is that the data are already collected and the breadth of data available. With regard to the secondary data, there are such sources, including governments and regulatory agencies, the public reports of companies, items appearing in the press and other media, published academic research, and the internal documents produced by organizations. (Harris, 2001). Since secondary data can be obtained quickly in shorter time and lower cost with high quality than primary data. Hakim (1982:16) suggests that the use of secondary data “forces the researcher to think more closely about the theoretical aims and substantive issues of the study”. Secondary data can also be used to provide “triangulation”, increasing the credibility of research findings using primary data (Cowton, 1998; Insch et al., 1997, cited in Harris, 2001)

In this thesis, the information about the factors of service relationship based on two books from Grönroos (2007) and Lovelock and Wirtz (2007), and related information was also collected from 17 scientific articles. Moreover, it is also used some information from internet to support the paper. In the process of collecting secondary data, the company’s internal database combined with some external information can afford a starting viewpoint. We also conduct the research by using the online database deal with the secondary source. Therefore, we have the opportunity for longitudinal
analysis, subgroup or subset analysis, cross-cultural analysis, and get more time to process data and reanalysis these data.

3.7 Source criticism

In the education of Swedish university, every year students are needed to present a number of academic essays and paper, even at the end of last year, undergraduates are also need to prepare a more academic thesis relative to the major. In order to support the academic paper or thesis, students must link their own work to existing articles, earlier research or other information. To be able to make the paper or thesis more professional and credibility of scientific information, it is necessary to use source criticism to judge the value of any source which used in thesis. A source criticism is a published source evaluation that to obtain knowledge include a document, a person, a speech, a photo, an observation or anything. (Mattus, 2007)

A source criticism to judge students assesses the credibility of scientific information in web-based environments such as secondary data. As a core principle of source criticism, a primary source is more credible than a secondary source, which in turn is more reliable than a tertiary source and so on. (Mathewso, 2002) Because the primary source is the first hand source that information collected at hand, and for secondary source, sometimes it based on the web environment, it is not sure whether the source is credible or text is quality article. So when we searching for useful material from trustworthy, we always need to separate “scientific texts” from “non-scientific texts”.

Scientific articles are “the articles which appear in academic journals. They are marked out by certain features which are designed to ensure high standards of accuracy and quality.” (Ó Dochartaigh, 2002:56). So it is can became the quality evident to support our theory of thesis. When we found a number of scientific articles, we were paid more attention to whether the articles have relevance to our special
study and the year of publication, because in the generally, the more recent articles the more credible, so we were used scientific articles as possible as after 1980.

For the theory part, we were all used scientific article or books from library. But in empirical part, we not only use interview as a first hand data, but also some data from webpage. However, though internet is a huge gathering of information, we don’t know which information is trustworthy or fictitious. In order to avoid the false or unreliable information when we gathering the data from web-environment. We try to use the information from official webpage or Information published by authority.
4. Empirical investigation

This chapter contains all of our empirically gathered data from travel agency and customers, separately. The open or closed questions can be presented in Appendix 1 & 2. The short introduction of company is given in the follow of the text.
4.1 Secondary data from China International Travel Service

China International Travel Service was founded in 1954. Through its 57 years of development, CITS has been blooming from a foreign affairs reception unit at its early stage under China’s State Council into a large state-owned key enterprises group integrating all inclusive service in travel industry. For decades, it has sustained a high reputation in the international travel service market by continually offering quality service and developing new travel products, which fully demonstrates its role as a leading enterprise in China’s travel service industry.(CITS, accessed 2011-07-21 )

CITS owns a national network with 122 CITS branches and sub-branch offices across the whole country to provide service wherever people travel within China. CITS is a prestigious trademark of high value in China and is the only travel service company among China’s Top 500 Enterprises, with its real asset of RMB 10 billion.

CITS is the first industrial member of the World Tourism Organization (UNWTO) in China and is the Chairman of the China Association of Travel Services (CATS). Besides, it has been admitted into such international organizations as PATA, IATA, and ASTA. In 2000, it successfully passed the ISO9001 Authentication of its quality service system. In 2004, CITS merged with China Duty-free Group, incorporating into the CITS Group Corporation.

To meet the needs of various markets, CITS has introduced a series of colorful and salable tourist products, many of them being initiative and classic products in the China's tourist trade, such as Yangtze River Three Gorges Presidential Cruises and Silk Road Tour of the inbound tour programs, and Romantic Wedding Tour at the Bottom of the Sea, Sunset Glow Senior Series Tour and Vienna New Year Concert Tour of the outbound tour programs. They are well received by the tourists. For years, CITS has established stable and efficient business relations with 1,400 tour operators and travel agencies in all parts of the world and has become a tourist service supplier appointed by many famous companies both at home and abroad.
For development their products and service, they established a sub-brand of CITS online business. The CITS E-commerce Department is in charge of producing and operating online products and providing various kinds of services for clients who make inquires and bookings through the internet. The quality and credibility of its products are same to the other brand-name products of CITS. To meet the needs of new situation and market development, and based on its inbound tour brand, CITS has introduced Total Travel as its outbound tour brand and CITS Holiday as its domestic tour brand. Its everlasting target: safety, convenience, professional and quality services for tourists.

4.2 Primary data from managers and customers

For the sake of ensure the information we collected are relevant closely to the daily activities of CITS. And guarantee our material received are trustful and reliable, we went to the CITS office, accordingly interviewed two managers with several questions we really concerned about. One manager is Zhang Qiang, as the marketing manager of the CITS. The other is Li Yuan, as the client manager of the CITS. And we also sent questionnaires to customers who had already participate with this travel agency.

4.2.1 Primary data collected with interview

List core questions and answer as below.

The first question asked managers to brief introduce some information of their work in travel agency. The first responder was Zhang has been working at the travel agency for 5 years. His mainly work is focus on the domestic market including many facts, such as brand promotion, event planning, activity management and so on. Li was the second manager who answered the question. She is the client manager of travel agency. And her key job is pay attention to the customer, like membership management, complaint handing, relationship maintain.

The second question was about attraction of travel agency. Just Zhang answered this
question due to Zhang is the marketing manager, he knows much more about this question. He said that their travel agency always begins with market positioning, it consists of their travel product and service positioning, and also the customer position. Depends on the different area and customer, the CITS provide the different travel routes. Generally speaking, they use the advertisement through TV or Internet to make a good brand imagination in the customers' mind. Because this is the most common way in China

In the third question, managers were answered about how does their travel agency ensure product or service quality and make the customer satisfaction. Zhang was first to answered this question and explained about their product and service. He said that their travel agency provide the customer comprehensive product and service that written in the contract. They need sign a contract with every tourist with their tour. In the contract, they need plan the coming travel route, set the shopping time, arrange the accommodation and transport between cities. Once the contract fulfilled, everyone include the actual tourist guide must abide by the contract. Especially, they attach importance to design the travel route. To ensure the tour is reasonable and the time cost is lower. And for employees, Zhang mentioned about the tourist guides, they are trained for three months and need another one month internship before they go to work. So manager can guarantee that their tourist guides have rich professional knowledge about the tourists’ spots. They will provide much detail such as tales, legends of that place to the tourists who never heard. In addition, for the accommodation CITS choose also have a reliable protection. Because of the hotels and traffic companies are their partners through long time cooperation. The second responder was Li, she was answered about customer satisfaction part, and she told us more elaborate information to us. At first, Li said that understand the customers' expectation of their product or service is quite important. In other words, she thought they need to show the real information to their client through the communication before the tour, let tourists have an original cognition of the product or service. By this way, they can shorten the gap between the reality and customers' imagination. On
the other hand, they require improving their quality of product or service. This is not reflected on the some basic facility, but also human service during the tour. They provided the tourists at least three star hotels and most convenient transportation so as to let the tourists feel comfortable. After the tour, they did a survey about this trip and got some useful feedback. At the time, they could deal with some complain from the customer.

Question four is about the membership system. In this question, Li was a responder. She explained some specific methods of operation. And said their travel agency will ask every customer who desire to be the member fill in the form about his/her personal information. Then they will get a personal number for account. After the customer attends one tour with their travel agency, we will give 20 reward points and record in the account. When the point reaches 100 points, client can be the member of their travel agency. Following this, their travel agency will regularly provide the customer’s specific travel information through e-mail or post. Also, as the member of their travel agency, tourist will enjoy some special rights different from the normal customer. Specifically, the member will have some reward points after they finished tour depend on which tour they selected. If the tour price is higher, the more regard point they will get. When their reward points reach to 200 points, they can use them to exchange a discount on next tour with CITS.

The next question was relative to customer relationship management. Zhang was answered this question. He said CRM is a big part in their daily work. Their travel agency is not only arranged the schedule for the tourists, but also have a response manage the every client account. Their goal is that strengthen the relationship between the customer and travel agency through effective impact on the customer. They analyzed the customer resource for a more profitable way to maintain and develop tourists, and gain a greater share of customers’ income. What is more, they have three strategies:

a) Customer rating strategy -- give the different discount based on the customers'
profit contribution level.

b) Customer maintain strategy-- analyze the amount of tourist change and the reason why loss of them, in order to cultivate loyal client.

c) Customer complaints handling strategy-- focus on the complain from the tourist and listen carefully, then record the response and investigate the fact as soon as possible, give a sincere apology at the end.

The last question was why do you emphasis the customer relationship management so important in your business. Li answered because the customer relationship management can help to share the client resource among the travel agencies. And it plays an important role in the marketing process. It also can help agency get the trust from customer, gain the opportunity to win the competition with others. By this way, they can find more and more potential customers and keep the relationship with them. Finally, achieving the target of their travel agency.

4.2.2 Primary data collected with questionnaire

In order to ensure our data are reliable and valid, we went to CITS at the different time period for several times. For this questionnaire, the question all were closed question because of it was easy to answer for customer and saved their time. We picked up 50 customers who were joined in the tour offered by the travel agency randomly to make a questionnaire survey, and then got the feedback from them about their feelings of this travel agency.

Here is list of the questions we asked in the questionnaire and results from 50 customers.

The first two questions were about individual information including age and gender. (See figure 4 and 5)
Question three was about how do you know the CITS, most people chose Internet and TV ads (32% and 40%, respectively). Others know from newspaper ads and friends.

Question four and five were about expected service and perceived service from customers. (5 is stand for higher, 1 is for lower)

From figure 6, we know that expected service of customers was much higher, but for perceived service, customers were chose focus on lower 1 and 2 (26% and 34%, respectively).
When we asked some questions about what is the problem during the tour, the answers we given include the price is too high, the transportation is slow, the route arrangement is unreasonable, the acclamation is cheap or bad and the tourist guide work. For the result 40 percent people chose the tourist guide because of the tourist guide usually change the schedule.

The next two questions were talked about membership, 36 people of all responders are not the members in CITS, and the reason for why they did not be a member, most people chose do not satisfied with the discount need 200 point and do not have nonfinancial reward.

The next two question were considered about CRM, most of people thought that CITS’s customer relationship management is much lower, people did not satisfied with CRM of travel agency. Because of they cannot deal with the complaint quickly and lack of communication during the tour. When we asked the last question, would you like to travel again with this travel agency?

![Travel again](image)

*Figure 7: The percent of travel again with CITS*
5. Analysis

In this section, the authors combine the theory and the empirical data through our analysis from three parts. That is membership management, service quality and customer satisfaction and customer relationship management.
5.1 Service quality and customer satisfaction

Quality perceived in a service is a function of the gap between consumers’ expectations of the service and their perception of the actual service delivered by the organization. According to Anderson and Sullivan (1993) and Fornell (1992), satisfaction comes from the consumer’s comparison of expectation before buying with his or her perceptions at the moment of purchase and/or consumption.

In this case, managers of CITS were tried to build a good image of their service in customers’ mind. Though travel agency did lots of work to improve their work, the customer still cannot satisfaction with them. Seen from the investigation 80% customer had a high expectation before their trip most through the travel agency's advertisement. After the trip, 60% customer think of the level of the service is lower than their expectation. It means the gap between expected service and perceived service were large and ES>PS, that makes the customer consider the service quality provided by CITS was bad and form the dissatisfaction to the travel agency.

Moreover, as said by Augustyn (1998), "despite the fact that the quality of the physical part of the tourism product is important, the quality of the human part of the service offered constitutes a critical success factor." According to Murdick et al., (2007) a “package” or “assemblage”, comprises a mixture of products, services and interactions. All products are completed by some aspects of service.

In the case mentioned in the empirical part, the travel agency provide the skilled tourist guide for the customer, but in the practical trip, 40% customer think of the tourist guide need to improve much better because the tourist guide change the schedule in personal. The difference in schedule between travel contract and tourist guide make the customer dissatisfied with the service. And the interaction between the tourist guide and tourism was also considered as an important part of the travel product package. This kind behaviour of the tourist guide, not only leaves a bad impression in the customers' mind, but also depresses the service of the travel agency.
According to the gap analysis of Gronroos (2007), the service delivery gap which means that quality specifications are not met by performance in the service production and delivery process. During the trip, the tourist guide arranged tourists to change the schedule which is not consistent with the contract provided by CITS. And this makes the customer do not satisfied with the trip of this travel agency.

In this case, most important problem is the service quality provided by the travel agency was not met the customer expectation in the delivery of the tourist product package. The travel agency should shorten the gap between the travel agency (the tourist guide) and the customer. A gap analysis can be used to help travel agency to analyze the specific causes of the service quality and make the improvements.

5.2 Membership management

"Membership relationships generally involve the management of hundreds and often thousands of customers." (Bhattacharya, 1995, cited in Gruen et al., 2000). As Lovelock and Wirtz (2007) mentioned, companies with substantial customer bases, transactions can still be transformed into relationships by achieving reward program, which requires customers to apply for membership cards with which transactions can be captured and customers’ preferences communicated to the front line.

In this case, CITS considers about the sustained transactions with customers through the membership management system. This travel agency provides the discount for the customer reach 200 reward points. However, seen from the result of the questionnaire, almost 70% customers are not the membership of the agency. And the most important two reasons are that 30% customer do not satisfied with the non-financial reward and 40% customer dislike the discount with 200 points.

According to Lovelock and Wirtz (2007) reward-based can be with incentives that have a financial value and nonfinancial rewards. So in order to keep the relationships with tourists, the travel agency should develop non-financial rewards to tourists and set the point again with a lower point. In addition, as attracting the customer to be a
membership of their travel agency, developing financial value is another way for the CITS which they never does.

5.3 Customer relationship management

According Özgenera and Irazb (2006), all business activities directed towards initiating, establishing, sustaining, and developing long-term relationship.

In the initiating stage, the firm just makes interesting things to attract customer. Like CITS sends e-mail or posts to the customer, also advertises through the media to introduce themselves. At the same time, the travel agency achieves the goal to attract customer.

And in the second stage—establishing—is first contact with a customer and start to emerge a relationship. The customer signs a contract with the travel agency before their trip. It is the real established the relationship between tourist and travel agent. But this travel agency has a problem in maintaining and developing relationship with their customer which lead them to lose customers after trip. The main problem (40% customer think of) in this regard is no proper communication with the customers. It means that the travel agency did not have a suitable customer relationship management in their daily work.

Even customer always give the feedback to the travel agency, but they cannot receive the response from the travel agency, the travel agency just continues providing the Tourism packages without make any development and without understanding the problems of customers faced during the trip.

In short travel agency fails to establish the relationship with customer and CITS is not customer-focused organization. CITS were just focusing on the new sales because the old customers' advices were ignored.

According to Gebert(2002), Customer Relationship Management (CRM) focus on managing the relationship between a company and its current and previous customer
base as a key to success.

A good relationship with the customer leads to higher customer satisfaction. Content customers are loyal and therefore more valuable customers. So travel agency should have a good Customer relationship management program which will help them to make good strategies with the help of facts and figures concluded by CRM. The appropriate use of CRM, for instance, of automation technologies, such as interactive voice response systems and Web-based frequently asked question pages, could be popular with customers and highly cost effective (Petrissans, 2000, cited in Bull, 2003). So CITS can use the automation technologies as mentioned to have communication and interaction with tourists to know what customers are thinking, and get the feedbacks from tourists.
6. Conclusion

The last chapter will conclude our findings in this thesis, and answer our research questions. We will continue with giving recommendations to help agency to enhance the relationship with customer.
Service quality and customer satisfaction, membership relationship and CRM are significant factors of keeping relationship between tourists and travel agency. The travel agency always wanted to make perfect performance in the subjective. However, there are kinds of problems in practical work departure from their original aim. In order to keep relationship with the customer, the travel agency should focus on improving three parts work mention above.

In this case, according to analysis, CITS was a travel agency offering attractive packages without consideration of changing needs and expectations of the customers. This agency and their tourist guide exists the situation that change the traveling route in personal. It leads to a gap between the expectation and received service quality. What is more, tourists prefer to choose another travel agency instead. The travel agency should strictly deliver the contract and forbid the tourist guide's private activities. To ensure the interaction between the travel agency and customer with accurate "package" which meet the need of client.

CITS lacks of offering reward program consisting the value, nonfinancial rewards to tourists to give them the benefits they valued through membership programs. And their rewarding points (system) were not suitable for attracting customer to be the member of the travel agency. Most of the customers just take one trip with CITS. So that is difficult for travel agency have an efficient membership management. They should draw up their strategy with customers' concrete need.

There are some of the customers' complains and feedbacks do not solved by CITS. It results of dissatisfied with the travel agency. The agency has to develop the customer-oriented attitudes of employees to have good communication with the customer and appreciating their feedback. It can help CITS to enhance their customer relationship management much better. The use of automation technologies in Customers relationship management program will be effective and efficient to establish, maintain and develop relationship.
7. Reference list

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Newman I., and Benz C.R., (1998), Qualitative-quantitative research methodology: Exploring the interactive continuum, United States of America

7.2 Scientific articles


7.3 webpage

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CITS,

http://www.cits.net/Privacy/, accessed 2011-07-21

Bureau of labor statistics

Appendices

Appendix A: interview for managers

*Question 1*: We are the students from Linnaeus University now doing our bachelor thesis, thank you for your cooperation, firstly, would you like to introduce some background of you two and your travel agency?

Z: Well, My name is Zhang Qiang, the marketing manager of the CITS. And I have been working at the CITS for 5 years. My mainly work is focus on the domestic market including many facts, such as brand promotion, event planning, activity management and so on.

L: Hello guys! My name is Li Yuan, the client manager of CITS. And my key work pay attention to the customer, like membership management, complaint handing, relationship maintain.

*Question 2*: well, we know you are busy with your work, so, our questions will start straightly to the key point, we want to know that how about the CITS attract the customer aware your travel agency?

Z: Okay, l would like to say that our travel agency always begins with market positioning, it consists of our travel product and service positioning, and also the customer position. Depends on the different area and customer, our travel agency provide the different travel routes. Generally speaking, we use the advertisement through TV to make a good brand imagination in the customers' mind. You know it is the most common way in our province, in China.

*Question 3*: Well, as our thesis theory, we want to analysis the travel service area with three parts, first one is the how does your travel agency ensure product or
service quality and make the customer satisfy with your tour?

Z: Let me explain our work about the product and service. Our travel agency provide the customer comprehensive product and service that written in the contract. We will sign a contract with every tourist with our tour. In the contract, we plan the coming travel route, set the shopping time, arrange the accommodation and transport between cities. Especially, we attach importance to design the travel route. To ensure the tour is reasonable and the time cost is lower. And our employees, I have to mention about the tourist guide, they are trained for three months and need another one month internship before they go to work. So we can guarantee that our tourist guide have rich professional knowledge about the tourists spots. They will provide much detail such as tales, legends of that place to the tourist who never heard. In addition, accommodations we choose also have a reliable protection.

L: As the customer satisfaction part, I would like to elaborate for you. At first, we should understand the customers' expectation of our product or service. In other words, we need to show the real information to our client through the communication before the tour, let them have an original cognition of the product or service. By this way, we can cancel or shorten the gap between the reality and customers' imagination. On the other hand, we require improving our quality of product or service. This is not reflected on the some basic facility, but also human service during the tour. We provide the tourist at least three star hotels and most convenient transportation so as to let the tourist feel comfortable. After the tour, we will do a survey about this trip and get some useful feedback. At the time, we will deal with some complain from the customer as I mentioned it above.

Question 4: Another part how does your travel agency manage the membership system?

L: Yep, for this section, I would like to explain some specific methods of operation. Our travel agency will ask every customer who desire to be the member fill in the form about his/her personal information. Then they will get a personal number of
account. After the customer attended one tour with our travel agency, we will give 20 reward points and record in the account. When the point reached 100 points, they can be the member of our travel agency. Following this, our travel agency will regularly provide the customer’s specific travel information through e-mail or post. Also, as the member of our travel agency, they will enjoy some special rights different from the normal customer. Specifically, the member will have some reward points after they finished our tour depend on which tour they selected. If the tour price is higher, the more regard point they will get. When their reward points reach to 200 points, they can use them to exchange a discount on their next tour with our travel agency.

*Question 5: Well, as our thesis theory, the third part about the customer relationship management, for this part, how does your travel agency manage with it in practice?*

Z: Well. It is a big part in our daily work. Our travel agency do not only arrange the schedule for the tourist, but also have a response manage the every client account. Our goal is that strengthen the relationship between the customer and our travel agency through effective impact on the customer. We analyse the customer resource for a more profitable way to maintain and develop tourists, and gain a greater share of customers' income. What is more, we have three strategies: customer rating strategy, --we give the different discount based on the customers' profit contribution level. Customer maintain strategy--we analyse the amount of tourist change and the reason why loss of them, in order to cultivate our loyal client. Customer complaints handling strategy--we focus on the complaint from the tourist and listen carefully, then record the response and investigate the fact as soon as possible, give a sincere apology at the end.

*Question 6: Furthermore, why do you emphasis the customer relationship management so important in your business?*

L: That is because the customer relationship management can help to share the client resource among the travel agencies. And it plays an important role in the marketing process. It also can help us get the trust from customer, gain the
opportunity to win the competition with others. By this way, we can find more and more potential customers and keep the relationship with them. Finally, achieving the target of our travel agency.

Thanks for giving us your precious time for this interview

Regards,

Sun Kai and Guo Yingying

Appendix B: questionnaire for customers

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Related theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.Age</td>
<td>Personal information</td>
</tr>
<tr>
<td>A. &lt;20 B. 20-30 C.30-40 D. 40-50 E. &gt;50</td>
<td></td>
</tr>
<tr>
<td>2.Gender</td>
<td>Personal information</td>
</tr>
<tr>
<td>A. Male B. Female</td>
<td></td>
</tr>
<tr>
<td>3. How do you know the CITS?</td>
<td>Word of mouth communication</td>
</tr>
<tr>
<td>A. Internet B. TV ads C. Newspaper ads D. Friends</td>
<td></td>
</tr>
<tr>
<td>E. Others</td>
<td></td>
</tr>
<tr>
<td>4. How about your expectation for the CITS's product or service level? (5 is higher, 1 is lower)</td>
<td>Service quality</td>
</tr>
<tr>
<td>A. 1 B. 2 C. 3 D. 4 E. 5</td>
<td></td>
</tr>
<tr>
<td>5. How about your evaluation with the actual product and service you tasted?</td>
<td>Customer satisfaction</td>
</tr>
<tr>
<td>A. 1 B. 2 C. 3 D. 4 E. 5</td>
<td></td>
</tr>
<tr>
<td>6. What do you want to improve much better after this tour?</td>
<td>Service quality and customer satisfaction</td>
</tr>
<tr>
<td>A. Price B. Transportation C. Route arrangement D. Accommodation E. Tourist guide work</td>
<td></td>
</tr>
</tbody>
</table>
7. What is the problem of the factor you choose in question 6?
   A. The price is too high  
   B. The transportation is slow  
   C. The route arrangement is unreasonable  
   D. The acclamation is cheap and bad  
   E. The tourist guide change the schedule  

   Service quality and customer satisfaction

8. Do you have a membership of CITS?  
   A. Yes  B. No  

   Membership management

9. If you are not, what factor effect your most?  
   A. Do not have so much time to travel  
   B. Do not satisfied with the discount need 200 point  
   C. Do not have nonfinancial reward  
   D. Do not satisfied with tour service and product quality in the trip you attended  
   E. Others  

   Membership management

10. How do you think about the CITS’s customer relationship management?  
    A. 1  B.2  C.3  D.4  E.5  

    CRM

11. If you are not satisfied with customer relationship management, what is the main problem?  
    A. No feedback from the CITS after trip  
    B. Can nor deal with the complain  
    C. lack of communication during the trip  
    D. Cannot manage the client account professionally  
    E. Others  

    CRM

12. Would you like to travel again with this travel agency?  
    A. Yes  B. No  C. Maybe  

    Customer satisfaction
Linnaeus University – a firm focus on quality and competence

On 1 January 2010 Växjö University and the University of Kalmar merged to form Linnaeus University. This new university is the product of a will to improve the quality, enhance the appeal and boost the development potential of teaching and research, at the same time as it plays a prominent role in working closely together with local society. Linnaeus University offers an attractive knowledge environment characterised by high quality and a competitive portfolio of skills.

Linnaeus University is a modern, international university with the emphasis on the desire for knowledge, creative thinking and practical innovations. For us, the focus is on proximity to our students, but also on the world around us and the future ahead.