# Impact of Customer Intelligence on Customer Repurchase Behaviour in Hotels in South-West Nigeria

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## Abstract

*This study examined the effect of customer intelligence on customer repurchase behaviour in hotels in South-West Nigeria. The model for the research was developed on the consequent variables of the study to test the research hypotheses. A total of 1972 copies of usable questionnaires were retrieved from customers of 160 conveniently sampled midscale and luxury hotels, and used for analysis. Descriptive statistics were used to analyze the demographic elements, while multivariate analyses were conducted to reveal the statistical relationship between customer repurchase behaviour and the customer intelligence constructs. The Pearson's correlation was employed to test the research hypotheses to determine significant associations and relationships between the consequent variables of the study. Results showed the effectiveness of the regression model in identifying relationships between the consequent variables, in which the four null hypotheses were rejected. The study concludes that a consideration of the factors that have a significant effect on the various dimensions of customer repurchase behaviour, and the emergence of customer attrition and retention, can help hotel organizations make better product marketing decisions. Recommendations include that hotels should ensure that their customer analysis is directly targeted, to ensure the continuous retrieval of actual information that will directly influence business decisions.*

***Keywords:*** *Consumer behaviour, customer analytics, customer attrition, customer loyalty, guest expectation.*

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## Introduction

In recent times, the customer population of the Nigerian hotel industry has improved tremendously following increased interest in travel and the advent of the experience economy (Nwokorie, Adeniyi, 2021; Nwokorie, Balogun, 2022). Similarly, the number of hotel establishments in Nigeria has increased significantly following increased entrepreneurship in the sub-sector. The trend is sustained by the enabling environment provided by the democratic dispensation, as well as improved infrastructure in the past two decades (Nwokorie, Aduikwu, 2020; Nwokorie, Obiora, 2018; Ayogu, Agu, 2015; Eriobunah, Nosakhare, 2013).

In South-West Nigeria, hospitality entrepreneurship has been embraced as a source of economic development, as well as job and wealth creation. In Ogun State alone (for instance) over 670 hotels are operating on small, medium, and large scales (Aneke, 2019; Nwokorie, Obiora, 2018). The enabling business environment provided by the government has assisted the growth of the hospitality and tourism business to a large extent. The conducive environment is an indicator that great a potential exists for the sector, given the right approach.

However, despite the favourable business climate provided by most States' governments in the southern part of Nigeria (Ogungbayi et al., 2019; Obiora, Nwokorie 2018), hotel organizations seem to grapple with customer turnover and poor organizational effectiveness over the years (Ogungbayi et al., 2019; Bello, Bello, 2017; Nwokorie, 2017a). Therefore, there is a doubt if hotels have come to terms either with what gets the hotel customer satisfied in the service encounter, or what exactly stimulates their repurchase behaviours.

The majority of hospitality entrepreneurs in South-West Nigeria are establishing hospitality and tourism-related enterprises mainly because of the perfect market structure of the sector (Sheela, 2002). The perceived eating-out lifestyle of the populace, which is favourable to the sector, is also an encouragement for hospitality entrepreneurship. Particularly, the eating out lifestyle of the citizens has been influenced by their very busy schedules, and the need to meet up with other socio-economic challenges. The lifestyle has improved the patronage of hotels, restaurants, and recreation centers, and has led to sustained entrepreneurship in hospitality and tourism in South-West, Nigeria. However, the behaviours of customers of hotel enterprises seem not to have been deeply understood by operators in the sector. Behaviours in terms of what motivates the customer to make new or repeated purchases, the relationship between social dynamics and customer preference, and income status, are variables that influence customer purchase behaviour for hospitality products and services (Arowosafe et al., 2020; Cohen et al., 2014).

Aggregate socio-economic disturbances can force a change in the consumption pattern of individuals (Dabeva, Lukanova, 2017) leading to a sudden change in demand for hospitality services (eating-out pattern, for example). Building hotels, restaurants eateries, event centers, and other tourism facilities would not be a panacea to solving the unending demand for hospitality and tourism products and services. Understanding the critical situations that influence customers' decision to change their consumption patterns would surely play a role in customer retention in the competitive hotel industry.

Researchers have argued that demographic attributes (for instance) can greatly influence the consumption patterns of many customers, including hotel guests (Bor et al., 2018; Uca et al., 2017; Saha et al., 2010). In reality, there are several qualitative and quantitative variations as a result of the aggregate effect of the different demographic elements. The argument, for instance, is whether the age and gender of hotel guests can influence sales for basic hotel products (like alcohol, and accommodation). The essence of gathering such demographic informa-

tion by hotels can go a long way in shaping their production dynamics, hence customer intelligence is significant. Therefore, it is also a perfect reminder to note that hospitality products and services are highly perishable (Nwosu, 2016; Nwokorie, Ezeibe, 2016; Harewood, 2006)

Customer intelligence is a discipline within customer relationship management that relies on the collection of customer-related data, to discern customer behaviour, and make informed marketing and sales decisions (CSP Happenings, 2021; Ahmed, 2020; Miller, 2018). Hotels should understand what propels their customers' feelings for consumption, and continuously endeavour to offer products and services that will exceed their expectations, improve their experience and influence their loyalty to the organization.

Beckham (2019) observed the use of customer intelligence in identifying where business operations and sales tactics can be better optimized. By focusing on the successful operational areas, businesses can minimize costs and streamline processes, while assisting the customer service and sales teams prioritize activities that stimulate return on investment (Dilmegani, 2022; Beckham, 2019; Schram, 2019).

Hotel businesses must know their customers. Customer intelligence is more about the information acquired from customers, and the way to analyze and utilize the information to serve the customers better. While gathering customer intelligence, a lot of data would be accumulated (Schram, 2019). However, these data could be useless if not properly analyzed to gain meaningful insights for making useful market decisions. Analyzing the data could put the organization in the shoes of the customers, enabling the organization to feel what is expected by the customers in the course of business interactions.

Undoubtedly, and like every other business, the hotel industry has various types of buyers, which are classified into guest personality types (Nwokorie, 2023; Martin, 1996). The behaviour of the various buyers differs as they are complex. However, some individuals have been found to have a combination of the various types of consumer buying behaviour possessed by the different guest personality types (Lukanova, Ilieva, 2019; Decrop, Woodside, 2017; Nwokorie, 2017b). Therefore, there is a need to study how preference, income, gender, religion, social status, and similar constructs influence the customer decision-making process. The understanding of these constructs would assist in product formulation and marketing for hotel organizations to thrive in the competitive business environment.

## Statement of the problem

The competitive nature of the hotel industry is one major reason why hotels should endeavour to regularly understand and meet the ongoing needs of their existing and prospective customers. The best well-equipped hotel, over the years, has not been the hotel with the greatest customer base, and as well not the establishment without cases of customer turnover (Sadik, 2020; Hosseini et al., 2015). Preference, financial capacity, age, religion, occupation, health-related concerns, location, prices of related commodities, and similar metrics are significant factors that require careful consideration while producing hotel products and services (Li et al., 2020; Hosseini et al., 2015). Most local hotels have failed to study these metrics of customer intelligence, and how customers measure product quality with the corresponding purchasing power. The result is a continued occurrence of customer turnover for hotel organizations.

A very interesting part of the business trend of the hotel industry (especially in Nigeria) is the lack of quality data background of customers of the hotel sector, and their buying behaviour (Li et al., 2020; Sadik, 2020; Mohd Noor, AlSharouf, 2014). International hotel brands have always relied on their foreign expertise to succeed in the competitive environment (Nwokorie,

Adeniyi, 2021; Metilelu, 2016). However, these multinational hotels have not shown the capacity for local expansion and vertical integration over the years. Local hotels have relied on the success of international brands for organizational efficiency, without particularly understudying the characteristics of the local customers who form the majority of the customer base (Nwokorie, 2021; Metilelu, 2016; Nwosu, 2016).

Cohen et al. (2014) agreed that few extensive studies exist in the area of contemporary hotel customer behaviour, to enable a thorough understanding of the opportunities, influences, and concepts of consumer behaviour in emerging tourism. Still, the local hotel industry seems not to have a mechanism for measuring how demographic indices influence aggregate demand for hotel products and services. Differences in customer demographic background can immensely influence customer choice in the hotel selection process, to cause weakness in profit margin and sustainable growth (Akkuş, Arslan, 2021; Nwokorie, Adeniyi, 2021; Bor et al., 2018; Uca et al., 2017; Cohen et al., 2014; Morwitz, 2014). These demographic indices are major customer characteristics that businesses adopt in discerning customer behaviour. Religion, age, and gender, for instance, have a considerable social influence on the consumption of certain hospitality products, and the willingness to buy (Tran et al., 2019; Uca et al., 2017; Mohd Salleh et al., 2016; Juwaheer, 2011; Chambers et al., 2008; Dindyal, Dindyal, 2003).

Furthermore, Cohen et al. (2014) agreed that consumer purchase behaviour involves a set of the decision process that stimulates procurement, consumption, and disposal of products and services. Such decision processes also influence the consumer post-purchase behaviour in a specified geographical cluster of the hotel industry, as well as hotel products or services, which engender customer retention (Singh, Nika, 2020; Morwitz, 2014).

## Objectives of the study

The major objective of this study was to evaluate the effect of customer intelligence on customer repurchase behaviour for the hotel industry in the South-West region of Nigeria. Specific objectives, as presented in the conceptual model (Figure 1) were to:

1.  Examine the extent of the association between customer analysis and customer repurchase behaviour in the hotel sector.
2.  consider the extent of the association between customer support and customer repurchase behaviour in the hotel sector.
3.  evaluate the relationship between voice of customer and customer repurchase behaviour in the hotel sector.
4.  assess the relationship between customer behaviour data and customer repurchase behaviour in the hotel sector.

## Review of Related Literature

### Conceptual Review

#### *Customer intelligence*
Aspara et al. (2011) defined customer intelligence as the procedure adopted by business organizations, for collecting qualitative and quantitative statistics about their customers, in a way that assures precise access of the enterprise to its customers, simultaneously defining the relationship between the enterprise and the customer beyond the expectation of the enterprise.

Also, customer intelligence was defined by Concilio Labs (2020) as an all-inclusive appreciation of customers that emanates from assembling, contextualizing, evaluating, and converting customer data, in which the essentiality for a more intelligent customer experience becomes supreme.

Miller (2018) suggested that the best approach to guest familiarity by business organizations is through an insightful, action-based, and data-based method directed toward customer loyalty. Most importantly, the perception of customer loyalty for a hotel organization is where customer intelligence is very necessary. Researchers have argued that customer intelligence is indispensable for the success of every service establishment. The sensitivities of the pain point of customers, their behaviours, intuitions, motivations and expectations, and other areas of their purchase adventure can be discerned through customer intelligence (Nguyen, 2022; Wintermeier, 2019). Specifically, customer intelligence can be beneficial to the hotel industry through the expansion of cross-selling and upselling, optimizing contact center operations, qualifying leads from third parties, mitigation of customer attrition, and re-imagining brand loyalty (Nguyen, 2022; Wintermeier, 2019; Aspara et al., 2011).

### Customer analysis

A customer analysis, or customer profile, is an essential part of a company's business or marketing plan (Lavinsky, 2023). This section of the plan guides a company to achieve set goals while ensuring increased sales. Understanding what a consumer analysis is can help an organization identify its target market in a business, and establish how they are going to meet consumers' needs.

Customer analysis, according to Majumder (2023) can be broken down into a behavioural profile (why your product matches a customer's lifestyle) and a demographic profile (describing a customer's demographic attributes). As a business tool, a customer profile can assist a company to understand existing and prospective customers better, to enhance patronage and grow the enterprise. Customer profiles are an assemblage of customer data that help determine why people purchase a product or otherwise. Customer profiles can also assist in improving targeted marketing strategies and help ensure that products fulfill the needs of the target market.

Companies must create a succinct and vibrant value proposition reflecting the physical benefits to build on customer expectations for their products. This can be achieved by clear identification of customer needs through market analysis and market research. Once the key purchase principles have been identified, marketing efforts can stimulate the customer's sensitivity along the four main elements (convenience, prestige, price, and quality) comparatively to the product of the competitor.

### Customer support

The outcomes of interactions during customer support situations can play a significant role in customer perceptions of a company. Thus, customer support has the prospect of significantly influencing the reputation of the company as well as customer loyalty. Customer support involves a process of dealing with emerging customer challenges and pain points instantly, and successfully using the company's customer interaction channels (Bernazzani, 2019).

Customers frequently activate customer support interactions as they inform the organization they are experiencing a problem. The most important reason to devote to a customer support team is to amuse the customers. Doing this is critical to the organization's long-term success – when the business delights in the customers, they are more likely to be loyal, long-term customers who advocate for the organization and draw in new businesses (Bernazzani, 2019).

Some indices that point to the importance of customer support in a competitive business environment, according to Bernazzani (2019) are:

1. With outstanding customer service, up to 78% of the customers will rebuy with a company even after experiencing a mistake in the buying process
2. Ninety-three percent of customers are inclined to rebuy from a company with outstanding customer service.

### Voice of customer

Among competing enterprises, the value of customer experience is a major differentiator for the competitors in most businesses. The voice of customers is an element of customer experience that emphasizes the preferences and expectations of customers. Voice of the customer involves the collection and analysis of customer feedback to enrich customer experience and inclusive business performance (Yasar, Amsler, 2023).

To determine the voice of customer, a company examines indirect input – data that reveals customer behaviours – and direct input – data that reveals customer interaction with the company. The collection of indirect input involves a close examination of financial transactions, market research, and product usage between the customer and the enterprise. Direct input collection involves social media monitoring for brand or product references, retrieving feedback from customers, and conducting customer conversations (Yasar, Amsler, 2023).

The voice of customer is an essential element for understanding customer preferences, improving customer satisfaction, and motivating the success of an enterprise. Voice of customer assists businesses in listening to their customers, and capitalizing on feedback to provide improved services.

### Customer behaviour data

Customer behaviour data gives insights into how customers interact with an organization and their products throughout the customer decision journey. Understanding the hotel customer means getting a clear picture of their needs, desires, wants, preferences, as well as their dislikes. It means shining a light on how, for example, customers interact with the product or service of the organization, how they behave in the sleeping rooms, how they navigate around the organization's website – and every other touchpoint along the customer journey. Understanding the hotel customers is a goal that is often written off as "easier said than done," given the growing number of online interactions taking place every second across various channels. The best way to find out what drives the customer towards a purchase is by conducting a customer behavioural analysis (Fontanella, 2022).

A customer behaviour analysis provides a framework for collecting, analyzing, and using data about the customers of an organization in a meaningful way. It is a process that assists an organization in gaining insight into customer behaviour, as well as the motives and influences behind these behaviours.

### Repurchase behavior

Herjanto and Amin (2020) referred to customer repurchase behaviour as a customer's positive resolution to continue their business relations, and perform future business with the firm. Similarly, Nguyen et al. (2021) wrote that repurchase behaviour means the disposition to rebuy in an enterprise where a customer had a previous purchase experience. Repurchase behaviour is important since the cost of retaining existing customers is cheaper than finding new ones. Therefore, repeated buying behaviours of existing customers generate more revenue for busi-

nesses (Nwokorie, 2016; Chiu et al., 2009; Spreng et al., 1995; Zhang et al., 2011, Maharani et al., 2020). Retained customers are more likely inclined to recommend the company to new buyers such as friends, business associates, or relatives. Such recommendations will help the company reduce the cost of finding new customers, leading to increased revenue generation (Ho et al., 2020; Pham, Ahammad, 2017; Mittal, Kamakura, 2001).

Depending on the nature of the business, several factors can determine what influences the behaviour of customers. For the hotel industry, food and service quality, price competitiveness, restaurant environment, and bill accuracy are key factors influencing the repurchase behaviour of customers (Sohn, Kim, 2020; Xiao et al., 2019). However, studies have presented the importance of product and service quality, and their positive association with repurchase behaviour, bearing in mind that renowned food quality tends toward customer retention in the hospitality industry (Nguyen et al., 2021; Nwokorie, Adeniyi, 2021; Nwokorie, Igbojekwe, 2019; Xiao, et al., 2019; Nwokorie, Ezeibe, 2016; Sulek, Hensley, 2014).

Recently, it is argued that most people prefer eating out more frequently (Nwokorie, 2021; Nwokorie, Adeniyi, 2021). Customers, these days, are willing to spend an exceptional amount to help them save work time and have a better dining experience (Habib et al., 2011). These factors encourage hoteliers and restaurateurs to accentuate their determination in providing a more exciting dining environment for customers. Ryu and Jang (2008) found that a restaurant environment is an important precursor of customers' preference, excitement, and behavioural intention from a classy restaurant perspective.
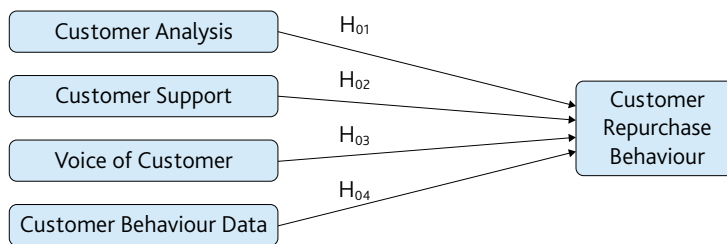


**Figure 1**. Conceptual Model

## Theoretical Review

### Bettman's information processing theory of consumer choice

The information processing theory of consumer choice was proposed by James R. Bettman in 1979. The model presents the idea of the consumer's means of processing information prior to consumption. The concept underscores that the consumers' ability to process information is narrow, and that consumers rarely perform inclusive enquiry of available buying options. According to this theory, consumers are more likely to use basic decision-making methods (Roy, Datta, 2022). The consumer will be able to make an informed decision based on all of the available options, as a result of this theory. For a better marketing approach, hotels could exploit the Bettman's theory to create new ideas about the customers and what propels their buying behaviour.

The theory further views that being specific is essential in the buyer's decision-making process. While a buyer expects an equally specific result, he takes a specific action in the buying process. From the time the buyer chooses to take action to the time the action is accomplished,

the buyer preserves the capacity to make adjustments in their mind, and resolve to another course of action different from the initial decision.

Hotel products (and services) marketers can greatly learn from the Bettman's information processing theory of consumer choice. For instance, while presenting a product (or service) to buyers, the marketer must chose the specific channels with which to relate the product information. Secondly, the theory places a premium on the significance of driving buyers through the sales channel. Marketers must recognize that delays between the initial objective, and the accomplishment of the action, permit enough time for the buyers to talk themselves out of the buying situation, or interrogate the consequence of the consumption.

## Empirical Review

To explain and prevent undesirable customer turnover, and a business downturn in the hotel industry, previous studies have sought to isolate the factors that predict customer behaviour. Fishbein and Ajzen (1985), clarified that the role of intentions is to recognize the connection between attitudes and behaviour. They further stated that "… the best single predictor of an individual's behaviour will be a measure of his intention to perform that behaviour" (Fishbein, Ajzen, 1985, p. 338). Other studies also found that behavioural intention is a vital antecedent of behaviour (Mobley et al., 2009; Hellman, 2007; Dee, 2004). Additionally, Mitchell et al. (2011) indicated that a combination of customer attitudes and product alternatives predicts customer intention to switch to a competitor, which is the direct precursor to attrition.

A majority of the studies are either situation-specific, or diverse in theoretical designs, conceptualizing alternatives differently, or accentuating different features of customer behavioural intentions. However, there is no particular study that provides conclusions, or explanations, which could be generalized to all industries. Therefore, the scope of the fundamental components of customer intelligence needs to be identified as they apply to a particular group, population, or business.

Studies have been carried out in different kinds of business situations. According to Woods and Macaulay (2019) however, the few studies on customer attrition in other sectors may not apply to the hotel industry. Besides, there are some findings in the study relating to the hotel industry that contradict the orthodox assumptions. An example is the predictive working hours of business organizations that are not automatically associated with customer satisfaction (Harbourne, 2015).

To be specific, a substantial number of studies have proven the necessity of making ambiance more exciting and inventive to guarantee the success of an enterprise. Furthermore, studies confirmed that the ambiance of a fast food restaurant is observed by customers as an important element of the service encounter than the fast food product itself (Xiao, et al., 2019; Ryu, Jang, 2006; Ryu, Jang, 2007). Before the food product is served, customer expectation is already established as a result of the ambiance of the restaurant environment (Habib et al., 2011). Even though the common feature of hotel restaurants is to serve food, customers, today, are more apprehensive about their comfort and the quality of the dining experience (Xiao et al., 2019). Hence, the improvement of life's quality, and customer comfort, shows that improving food quality alone is not satisfactory in meeting customers' expectations (Xiao et al., 2019). Fulfilling customers' needs encourages the marketers of the hotel industry to continuously promote the quality outlook of restaurant environments, bearing in mind that it can positively reinforce the customers' state of mind (Nwokorie, 2021; Xiao et al., 2019; Ryu, Jang 2008). As a result, sales would be higher since customers are assured of an improved dining environment.

Similarly, a conducive atmosphere plays a prominent role in stimulating the buying behaviour of hotel customers, which also enhances profits for the enterprise (Ryu, Jang 2006).

### Gap in Literature

While customer intelligence is gaining significant attention in the hospitality industry through literature, there are still several gaps that exist. These research gaps can provide opportunities for further exploration, and advancement, in understanding customer intelligence in the context of the hotel industry. The previous studies lack geographical connection and did not consider the characteristics of the Nigerian hotel industry. The few studies involving the local hotel industry had limited coverage of the industry within limited locations. Similarly, the scope of the previous studies did not consider the customer intelligence variables that would simultaneously influence repurchase intentions, and customer retention. The populations of the surveys in the previous studies were small, and did not capture the views of the larger population of customers.

Addressing these research gaps can provide valuable insights into the effective implementation of customer intelligence strategies in the hotel industry. By filling these gaps, this research can contribute to the development of more robust and comprehensive frameworks, for leveraging customer intelligence to drive business success, and enhance customer experiences.

## Methodology

### Research Design

A quantitative and cross-sectional survey design was used in the study to achieve the research objectives. Similarly, the study adopted a structured questionnaire using a four-point Likert rating scale (1 = strongly disagree, 4 = strongly agree). The questionnaire was prepared in three sections with 54 statements. Elements of the research instrument were adopted from previous research, including Akkuş and Arslan (2021) Nwokorie (2021) Arowosafe et al. (2020), Li et al. (2020) Nwokorie and Igbojekwe (2019), Nwokorie (2016), Dah and Dumenya (2016), Ying-Pin (2013) in preparing the statements. Section one elicits 10 items on respondents' demographic characteristics such as age, gender, marital status, religious beliefs, income level, duration and nature of patronage. Sections two and three comprise 44 items, which addressed the constructs of the consequent variables including customer analysis, customer support, voice of customer, customer behaviour data, and customer retention.

The data collected was analyzed using the version 22 of the statistical package for social sciences. Standard statistical techniques, including descriptive and inferential statistics, such as frequency, means, standard deviation, linear regression, and Pearson correlation, were used to analyze the data. The purpose of applying these techniques was to reduce the mass data into compact and precise form, which showed generated trends and relationship between the variables.

The descriptive statistics was used to describe constructs of customers' experience in the hotel industry in terms of quality of service delivery, ambience, employee responsiveness (feedback management), and customer satisfaction. In addition, the demographic information of the respondents were tabulated using frequency and percentage.

## Population and Sample Size

The target population of this study consists of customers of hotels selected across South-West Nigerian states of Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo. The research area is divided into 18 senatorial districts of three districts per State. Specifically, the convenience sampling technique was adopted to select 160 hotels (at least, eight per district) for the study. The method is adopted because the consent of the given establishment is required in carrying out a research of this nature.

The convenience sampling method was necessary for this research because a large population was involved in the study. In this case, testing the entire hotels' customers in the research area, was practically impossible because they were not easy to reach. To this end, the study stratified the hotels based on the benchmarks (standard of service benchmark and size of hotel benchmark) suggested by O'Neill et al. (2023), Hospitality-school (2018), and Nwokorie (2017b) to select luxury and midscale hotels for the study.

To determine the sample size for the research, each of the six states that make up the research population in South-West, Nigeria, was given an equal sample opportunity, as a result of the division by senatorial districts. The sample size per State was put at 385, to arrive at a total sample size of 2,310 customers, using the Z-score sample size formula for unknown population (Smith, 2021; Remesh, 2019):

$$n = \frac{(Z\,score)^2 \cdot StdDev(1\text{-}StdDev)}{(Margin\ of\ Error)^2}$$

## Validity and reliability of research instrument

To ensure the content validity of the questionnaire, a content validity check was conducted among a convenience sample of 15-20 customers of randomly selected hotels in Ogun State to provide usable information and positive criticism. The aim was to assess possible difficulties that respondents may encounter while completing the questionnaire, in relation to the objectives of the study.

An exploratory factor analysis was conducted on the questionnaire (with VARIMAX rotation) to expose the core elements of customer analysis, customer support, voice of customer, and customer behaviour data (Table 1). The criterion for the significance of factor loading in this study is based on practical and statistical implications. Factor loadings of +.60 were adjudged significant based on the power of .80 at a significant level of p<.05 with the minimum sample sizes of 200 (Middleton, 2021; Hair et al., 2008; Gay et al., 2006). Moreso, all factors with eigenvalues equal to (or greater than) 1.0 were retained because they account for the variance of, at least, a single variance, as suggested by Ursachi et al. (2015), and Hair et al. (2008).

**Table 1.** *Factor analysis for construct reliability of the questionnaire*

| Component Values | Number of entries | Eigenvalue | Loading | Variance (%) | Cronbach (α) |
|---|---|---|---|---|---|
| Customer analysis (CA) | 4 | 1.000 | .685 | 25.5 | .71 |
| Customer support (CS) | 10 | 1.000 | .708 | 6.7 | .84 |
| Voice of customer (VC) | 4 | 1.000 | .740 | 10.6 | .79 |
| Customer behaviour data (CBD) | 6 | 1.000 | .802 | 11.7 | .81 |
| Customer repurchase behaviour (CRB) | 3 | 1.000 | .865 | 93.3 | .73 |

*Extraction: Principal Component Analysis. Rotation: VARIMAX method with Kaiser Normalization. Variance Explained: 76.3%*

## Presentation of Results

### Distribution and retrieval of research instrument

A total of 2310 questionnaires were distributed to the respondents made up of customers of the selected hotels, which represents a 100% effective sample size. The study covered a period of four months (December 2023 to March 2024) from distribution to retrieval of the questionnaire. The total number of questionnaires returned by respondents was 2060, which represents an 89.18% net effective response rate. Up to 88 unusable questionnaires were found among the responses. The total number of usable questionnaires was 1972 which represents a usable response rate of 97.73%, while the net response rate was 85.37% (Table 2).

**Table 2.** *Response Rate*

| | |
|---|---|
| Total surveys | 2310 |
| Total surveys not delivered | Nil |
| Percentage surveys not delivered | Nil |
| Effective sample size[1] | 2310 |
| Total surveys returned | 2060 |
| Raw response rate[2] | 89.18% |
| Net effective response rate[3] | 89.18% |
| Usable response | 1972 |
| Unusable response | 88 |
| Usable response rate[4] | 95.73% |
| Net response rate[5] | 85.37% |

Note:   [1] Total surveys less total surveys not delivered
        [2] Total surveys returned divided by total surveys
        [3] Total surveys returned divided by effective sample size
        [4] Usable response divided by the total surveys returned
        [5] Usable response divided by effective sample size

*Source: Researchers' survey, 2024*

## Demographic attributes of the respondents

**Table 3**. *Respondents' demographic attributes*

| Element | Scale | Frequency | Valid percent |
|---|---|---|---|
| Age | 18-28 (Gen Z cohorts | 708 | 35.9 |
| | 29-43 (Millennials cohorts) | 545 | 27.6 |
| | 44 and above (Gen X & Baby Boomer cohorts) | 719 | 36.5 |
| Gender | Male | 790 | 40.1 |
| | Female | 1182 | 59.9 |
| Marital status | Singe | 605 | 30.7 |
| | Married | 1367 | 69.3 |
| Nationality | Nigerian | 1927 | 97.7 |
| | Non-Nigerian | 45 | 2.3 |
| Education | Formal | 1932 | 98.0 |
| | Informal | 40 | 2.0 |
| Religious belief | Christian | 1533 | 77.7 |
| | Muslim | 439 | 22.3 |
| Occupation | Self-employed | 535 | 27.1 |
| | Private/Public (Sector) Employed | 1255 | 63.6 |
| | Unemployed | 182 | 9.2 |
| Income level (monthly) | Below N100000 | 572 | 29.0 |
| | N101000 – N150000 | 422 | 21.4 |
| | N151000-N200000 | 248 | 12.6 |
| | Above N200000 | 730 | 37.0 |
| Duration of patronage | Last 1-3 months | 1231 | 62.4 |
| | Last 4-6 months | 260 | 13.2 |
| | Last 7-9 months | 146 | 7.4 |
| | Last 10-12 months | 335 | 17.0 |
| Nature of patronage | Single guest | 1318 | 66.8 |
| | Couple guest | 300 | 15.2 |
| | Family guest | 354 | 18.0 |

*n = 1972*

*Source: Researchers' survey, 2024*

Table 3 revealed the demographic characteristics of the respondents, at the time of the study. The integration of the generational years was applied for the study, because it is necessary to benchmark the cohorts. The benchmark was on the assumption that individuals within each cohort are likely to be homogenous in their personality and behaviour, especially in targeting hospitality and related products.

The marital status of the respondents were also revealed. Bor et al. (2018) suggested, specifically, that marital status does not determine customer hotel choice based on facilities and quality of service. However, their study indicated a significant relationship between marital status and travel motivations.

Indigenous customers in the study are greater than the foreign guests, and the total number of guests with formal education are up to 98%. Respondents' religious beliefs vary in the study, with majority of them having a Christian background. In a study on factors influencing hotel consumer selection, it was found out that 38% of the population studied indicated religion as a major factor prompting their decision making process for hotel choice (Andii, Ibrahim, 2016).

The responses on the occupation of the samples indicate that majority of the respondents have a viable means of income that is reasonable enough to sustain their means of affording hotel products and services overtime. Chen et al. (2022) found out that hotel guests with different occupations, and income levels, have different evaluations of a hotel which influences customer decision and product choice.

Respondents' income level and their duration of patronage were also measured. Chen et al. (2022) found out that consumers' income level has a positive influence on their WOM (word of mouth) and reuse intention. Yet, the statistics on the duration of patronage could be used to measure loyalty related outcomes.

## Discussion of Findings

The findings from the customer analysis component of the questionnaire indicate that approximately 55% of the respondents were in agreement that their level of education influences their utilization of hotel amenities. However, a majority (77.7%) of the participants disagreed, that their income level does not hinder their purchase of various hotel products. Similarly, around 83.2% of the population expressed disagreement on encountering language difficulties while engaging with hotel employees. The findings align with the studies of Baquero (2023) and Nwokorie (2016) which confirmed that employee involvement in service provision, and ease of facility usage, is essential in promoting customer satisfaction, customer retention, and productivity. It also contributes to the hotel's success by creating a positive atmosphere, which enhances the guest experience and strengthens the business (Bhuian, 2021; Lu, 2021, Nwokorie, 2016).

Furthermore, over 60% of the respondents expressed agreement with the compatibility of all hotel items with their religious beliefs. A significant majority of the participants (59.2%) concurred that the hotel amenities align with their interests. However, only a small proportion (9.4%) strongly supported this assertion. As much as 70.5% of the participants agreed on the gender-friendly amenities given by the hotels. Similarly, 66.7% of the participants were in agreement that hotel ICT positively influences customer choices of products and services. Srayes (2021) found a significant relationship between ICT adoption and guest satisfaction in the hotel industry. However, studies suggest that some components of hotel ICT may not significantly improve hotel performance. Therefore, continuous research is necessary to find out which components of the hotel ICT have the greatest impact on guest satisfaction, which may enhance hotel quality (Srayes, 2021; Khan, 2018).

On average, the participants' mean reaction is 2.45, indicating a negative response for the items of customer analysis. Furthermore, the responses show no significant differences, as indicated by the standard deviation of 0.81.

The data from customer support responses show that approximately 67.7% of the participants agreed that they prefer a hotel that offers car hire services. Relatively, Ukabuilu et al. (2018) found that a lack of an organized transportation system, and poor road networks, are

major factors for poor tourism growth in most of South-East, Nigeria. Consequently, an organized transport system could be a panacea to guests' difficulties in hotel choice in terms of location by means of transport.

Additionally, 91.1% of the participants responded affirmatively that they are highly interested in hotels that have an in-house eatery or restaurants. The vast majority (93.9%) of the participants expressed a preference for hotels that offer Wi-Fi or in-house internet services along with an in-house variety store. Still, 95.2% of the participants indicated a preference for hotels that offer 24/7 in-room telephone services, along with uninterrupted customer support channels and personalized amenities such as laundry. Similarly, Nwokorie (2016) found out that hotels with efficient customer support channels perform better in service recovery, for their guests to create a positive influence on the guests' intention to rebuy.

Also, the survey results indicated that approximately 92% of the participants expressed a preference for a hotel that offers banking services such as point-of-sale (POS) systems and currency conversion. Additionally, a majority of the participants affirmed their preference for a hotel that provides in-house medical services. Similarly, around 93.6% of the participants agreed that they prefer a hotel with loyalty programmes for its customers.

In summary, a minor standard deviation of 0.68, and the total average response of 3.24 suggested that most of the respondents agreed with the items for customer support as stated in their responses. The findings affirm that the in-house provision of essential services for the hotel guest improves satisfaction, and creates a mutual connection between the hotel and the guest, relative to the findings of Perramon et al. (2022). Such a situation makes the guest feel safe throughout the period of stay, which is favourable to purchase outcomes.

In terms of the reactions to the voice of customer statements, the results revealed that the majority of the participants (70%) affirmed that the hotel responded to their complaints as quickly as possible. Also, there have been occasions where guests had to argue with the hotel staff on service failure, which was confirmed by 37.1% of the participants who agreed with the statement. Similarly, 78.9% of participants agreed that the hotels have a dedicated customer complaints channel that is open to all guests. Consistent guest complaint have been indicated in research as a major reason for staff-guest altercations in the hotel industry, which are likely causes of guest resentment and attrition (Nwokorie, 2021; Simbine, Tukamushaba, 2020; Yilmaz, 2018, Nwokorie, 2016).

Additionally, 36.7% of the participants agreed that the hotel has a social media page for customer interaction. Still, 58.9% opined that they do not complain that the hotel's products are expensive relative to the quality, respectively. The total average response was 2.74, indicating that a substantial majority of the population supported the items on voice of consumer with minimal variation (0.83) in their responses. As implied in this research, the findings of Chen and Schwartz (2008) demonstrated that the price pattern of rooms observed by price-sensitive travelers impacts their room rate expectations, and consequently affects their propensity to book.

The analysis of customer behaviour data reveals that a significant majority of the respondents (55.6%) hold a negative view of the difficulty in locating the hotel from the city. Furthermore, 21.6% of the respondents strongly disagreed with the statement, providing strong support for the prevailing sentiment. Only a small minority of the participants (22.8%) acknowledged encountering difficulty in locating the hotel. Researchers suggest that the location of a hotel, and its accessibility by road, is significantly associated with guest satisfaction and loyalty, with its associated implications for the hotel's revenue (Ukabuilu et al. 2018; Shoval et al., 2011; Lee et al., 2010; Chan, Wong, 2006).

Furthermore, 91.9% of the participants express strong agreement regarding the user-friendly nature of the hotel's facilities, as well as the hotel's sensitivity towards guests' cultural and religious beliefs. This sentiment is corroborated by 63.4% of the participants strongly agreed with the statement. By theoretical implication, Nwokorie (2021) noted that it is important for hotel service personnel to seek out the culture-specific knowledge of the clientele, to avoid crossing the 'red line' in the service encounter.

Moreover, 72.8% of the respondents express strong disagreement regarding the impact of prostitutes visible around the hotel vicinity on their decision to lodge. Additionally, 59.4% of the participants disagreed regarding having the feeling of losing some of their personal effects while they lodged. Relatively, Nwokorie and Igbojekwe (2019) found out that prostitutes who ply their trade within the hotel environment can pose a major threat to guests' comfort and their repurchase propensities. Similarly, guests' suspicion of hotel employee theft was indicated in the study of Nwokorie (2017a) as a major cause of employee turnover in the hotel industry, which has a significant effect on organizational performance for the hotel industry.

About 53.4 % of the respondents disagreed that the fear of pandemics and emerging diseases affects their decision to purchase food at the hotel. Up to 46.6% of the participants agreed with this statement. Around 85.4% of the participants expressed their reluctance to stay in a hotel with inadequate access roads. Additionally, 75.6% of the respondents affirmed that they do not contact the hotel from their residence after their stay to express gratitude for the hospitality provided. Previous studies reveal that consumers' post-purchase dissonance is a significant factor in customer attrition (Yilmaz, 2020; Igwe, Onuoha, 2017; Dejsiriphun, Suviratvithayakit, 2011). Having guests reach out to the hotel after departure is a sign of their satisfaction with services received, hence the tendency to revisit.

Overall, the responses suggest an average rating of 2.46. This indicates that the majority of the responses are in disagreement with the posited items on customer behaviour data. The standard variation for the mean score is minimal at 0.81.

About the responses on guests' propensity to purchase, a majority of participants (83.5%) agreed that the hotels' service quality is consistently encouraging. Similarly, 78.7% of the participants were positive that the hotels' product quality generates a good experience. Additionally, 92.5% of respondents affirmed that the hotel's location is warm and friendly. Regarding the price of the products, 84.6% of the participants agreed that it is relatively attractive. Overall, the average response of participants was 2.96, indicating that the majority of participants support the items used for propensity to purchase, with slight variation of 0.66 in their responses.

These findings corroborate previous research results in the service sector. The dimensions of service quality (tangibility, assurance, time, reliability, responsiveness) have a significant impact on customer satisfaction (Wang et al., 2023, Nwokorie, 2021; Dash, Gunwant, 2012). Similarly, price sensitivity was indicated by Kagan (2023) as having a significant relationship with consumer repurchase behaviour.

According to the data from responses on net promoter score, a great number of the participants disagreed that the hotel offers a reward package for their customers. About 64.8% disagreed with this statement, while 35.2% of the participants were in agreement. Conversely, the majority of participants (58.7%) disagreed with the availability of loyalty programmes for customers. In line with previous research findings, guests who are part of a loyalty programme feel more cherished and appreciated, which leads to positive reviews, and better advocacy for the enterprise (Gebicki, 2022).

Furthermore, 79.9% of the participants expressed their disagreement with the fact that the hotel has never extended an invitation to them for any of their events, despite their contin-

ued patronage. However, it was confirmed by 64% of the participants that they have referred other visitors to the hotel on numerous occasions. In the same vein, 61.8% of the participants expressed significant disagreement about whether they have received a customized souvenir from the hotel. On average though, the overall response rate is 2.2, suggesting that most participants disagreed with the voice of the customer statements, with minimal variation (0.84) in their views.

Customer retention responses were also analyzed. Among those who took the survey, 40.2% disagreed that they have stayed at the same hotel more than three times, while 59.8% agreed. Another 77.9% of the guests agreed that the experience during their most recent stay had prompted them to return to the hotel.

A large majority of participants (73.4%) disagreed that the fear of crime and theft prevented them from returning, and a similar majority (65.5%) disagreed that information from the hotel on product updates stimulated their next patronage. Nearly 83% said that guests feel more secure because of the hotels' security measures. The majority of participants disagreed with the items on client retention, as indicated by the average response of 2.52, with minimal diversity of 0.84 in their responses. The findings of Han et al. (2019) admit there is a relationship between quality and satisfaction, and repeat purchases for hotel restaurant products, in which decision formation to buy differs between first-timers and existing customers.

The summary of the average responses on the items of the consequent variables, according to the reactions of the participants in the study is shown in Table 4. The trend of the responses (or their relationships) are beneficial to hotels in making strategic marketing decisions. Such decisions will help analyze customers' needs, evaluate their complaints, and solve customer pain points. Hotels can also leverage on the outcomes, to assess guests' behavioural pattern during the customers' journey with the hotel, and understand what propels their repurchase intentions.

**Table 4.** *Summary of responses by respondents on the constructs*

| S/N | Average responses | Agreed | Disagreed | Mean | Std. Dev. | Decision |
|-----|-------------------|--------|-----------|------|-----------|----------|
| 1. | Customer analysis | 52.4% | 47.6% | 2.45 | 0.81 | Disagreed |
| 2. | Customer support | 90.3% | 9.7% | 3.24 | 0.68 | Agreed |
| 3. | Voice of customer | 63.7% | 36.3% | 2.74 | 0.83 | Agreed |
| 4. | Customer behaviour data | 50.3% | 49.7% | 2.46 | 0.81 | Disagreed |
| 5. | Propensity to purchase | 84.8% | 15.2% | 2.96 | 0.66 | Agreed |
| 6. | Net promoter score | 38.5% | 61.5% | 2.20 | 0.84 | Disagreed |
| 7. | Customer retention | 56.4% | 43.6% | 2.52 | 0.84 | Agreed |

*Source: Researchers' output, 2024*

## Correlations

The study examined the correlations between the independent variables of the study and customer repurchase behaviour, using Pearson's correlations (Table 5). The correlation coefficients indicated a moderate positive association between customer analysis (CA), customer support (CS), voice of customer (VC), customer behaviour data (CBD), and customer repurchase behaviour (CRB). The correlations of .174 between CA and CRB, .175 between CS and CRB, .281 between VC and CRB, and .303 between CBD and CRB are considered positive and statistical-

ly significant. The p-values are below the 5% threshold for statistical significance, hence, the relationships between the variables are meaningful. Additionally, the correlations between the dependent and independent variables equally suggest a positive statistically significant relationship with p-values below the 0.05 significance threshold.

**Table 5.** *Correlations between the variables*

| | | CA | CS | VC | CBD | CRB |
|---|---|---|---|---|---|---|
| CA | Pearson Correlation | 1 | .130** | .336 | .414** | .174** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 1972 | 1972 | 1972 | 1972 | 1972 |
| CS | Pearson Correlation | .130** | 1 | | | .175** |
| | Sig. (2-tailed) | .000 | | | | .000 |
| | N | 1972 | 1972 | 1972 | 1972 | 1972 |
| VC | Pearson Correlation | .336 | | 1 | | .281** |
| | Sig. (2-tailed) | .000 | | | | .000 |
| | N | 1972 | 1972 | 1972 | 1972 | 1972 |
| CBD | Pearson Correlation | .414** | | | 1 | .303** |
| | Sig. (2-tailed) | .000 | | | | .000 |
| | N | 1972 | 1972 | 1972 | 1972 | 1972 |
| CRB | Pearson Correlation | .174** | .175** | .281** | .303** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 1972 | 1972 | 1972 | 1972 | 1972 |

*\*\* Correlation is significant at the 0.01 level (2-tailed)*

## Regression coefficients

Test of hypotheses

$H_{o1}$  There is no association between customer analysis and customer repurchase behaviour in the hotel sector.

$H_{o2}$  There is no association between customer support and customer repurchase behaviour in the hotel sector.

$H_{o3}$  There is no relationship between voice of customer and customer repurchase behaviour in the hotel sector

$H_{o4}$  There is no relationship between customer behaviour data and customer repurchase behaviour in the hotel sector.

**Table 6**. *Regression coefficients of the variables*

| Dependent Variable | Model | Unstandardized Coefficients | | Stand. Coefficient | t | f | Sig. |
|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | |
| Customer repurchase behaviour | Constant | 2.067 | .542 | | 28.181 | | .000 |
| | Customer analysis | .192 | .025 | .174 | 7.827 | 61.25 | .000 |
| | Customer support | .168 | .029 | .130 | 5.817 | 3.837 | .000 |
| | Voice of customer | .359 | .023 | .336 | 15.846 | 251.0 | .000 |
| | Customer behaviour data | .637 | .032 | .414 | 20.178 | 407.15 | .000 |
| R = 0.263, R2 = 0.082, Adjusted R2 = 0.108, F = 180.8, p ≤ 0.001 | | | | | | | |

Correlation coefficients reveal a statistically significant relationship between customer repurchase behaviour and the customer intelligence constructs from the F-value (F = 180.8, p ≤ 0.001). The output validates the goodness of fit of the research model. The test of hypothesis one in Table 6 shows that each incremental unit in customer analysis led to a substantial (19.2%) rise in customer repurchase behaviour, with a standard error of 0.025 and a t-value of 7.827. The p-value is ≤ .001 (β = .19) of the significance threshold, indicating that customer analysis significantly influences repurchase behaviour in the hotels, hence the hypothesis is rejected.

In addition, the findings also indicated that customer analysis accounted for only 3% of the differences in customer repurchase behaviour. The F-value is 61.25, indicating a statistically significant result at a significance level of less than 5%. This outcome demonstrates that the model appropriately establishes a relationship between the variables being examined (Figure 2).

For hypothesis two, each additional unit in customer support led to a substantial (16.8%) rise in customer repurchase behaviour, with a standard error of 0.029 and a t-value of 5.817. The p-value is ≤ .001 (β = .17) of the significance threshold, to reject the hypothesis, indicating that customer support influences customer repurchase behaviour in the hotels.

Also, the data indicated that customer support accounted for only 1.7% of the differences in customer repurchase behaviour. The F-value of 3.837 indicates a statistically significant result with a significance level lower than 5%. The outcome demonstrates the model's effective and precise identification of a positive relationship between customer support and customer repurchase behaviour.

While evaluating the relationship between voice of customer and customer repurchase behaviour, it was observed that each additional unit in voice of customer led to a substantial 35.9 unit increase in customer repurchase behaviour, with a standard error of 0.023 and a t-value of 15.846

The p-value is ≤ .001 (β = .36) of the significance threshold, indicating that voice of customer influences customer repurchase behaviour in the hotels. Therefore, hypothesis three is rejected. The data equally indicated that voice of customer does account for about 11.3% variations in customer repurchase behaviour. The F-value of 251.0 indicates a statistically insignificant result with a significance level lower than 5%. The outcome, however, demonstrates the model is sufficient in relating customer repurchase behaviour and voice of customer.

While testing hypothesis four, each additional unit in customer behaviour data led to a substantial 63.7 unit increase in customer repurchase behaviour, with a standard error of 0.032 and absolute t-value of 20.178. The p-value is ≤ .001 (β = .64) of the significance threshold, indicating that customer behaviour data outcomes influence customer repurchase behaviour

in the hotels studied. Moreover, the data indicated that the outcome of customer behaviour data does account for about 17.1% variations in customer repurchase behaviour. The F-value of 407.15 indicates a statistically insignificant result with a significance level lower than 5%. However, the outcome demonstrates the model is sufficient in relating the variables being measured.
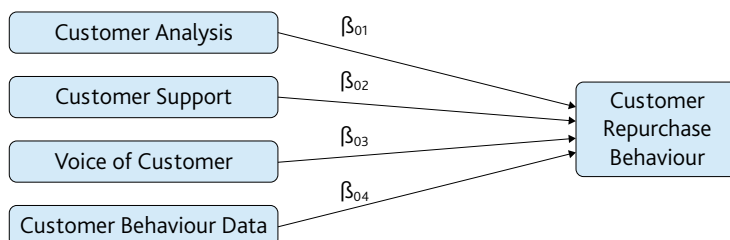


**Figure 2**. Result of Hypotheses Testing

## Conclusion

This study validates that a statistically significant relationship exists between customer intelligence and customer repurchase behaviour. From the result of the study, it is established that the rate at which customers nurture the behaviour to repurchase hotel products and services would be minimal without the hotel conducting customer analysis, supporting their customers, listening to their voices, and analyzing customer behavioural data. However, customer repurchase behaviour in the hotel industry is substantially influenced, positively, by each additional increase in customer analysis, customer support, understanding voice of customer, and analyzing customer behaviour data.

The study has revealed what a hotel can do to help the guests in solving their challenges and pain points immediately and effectively, fulfill their constant needs, and enjoy their guest experience. For instance, customer support services may be technical and service-related. The study reveals that the hotel industry should incorporate customer service and customer support. Such support would assist guests deal with technical difficulties in using hotel products (and services) both in short-term and long-term interactions, as advocated by Gupta (2023).

There was a negative reaction to the high prices of hotel products and services. Such a situation does not guarantee repeat purchases, as observed by Ikechi and Tamuno (2023). In this case, guest income has been indicated to have a significant impact on guests' ability to buy, as well as their loyalty tendencies in the present study. Though a substantial population of the respondents were observed to have repurchased the hotels' products on more than three occasions (which could be seen as a loyalty trait), price insensitivity remains a significant threat to customer intention to rebuy (Kagan, 2023; Wakefield, Inman, 2003)

Customers have shown sensitivity to the prices of hotel products and services in the research area, which tends to generate a change in their buying behaviour. Price sensitivity can influence consumer buying behaviour, since the law of demand holds that a relative increase in the price of a product leads to a decrease in the quantity demanded of the product, with all other market variables remaining constant (Kagan, 2023).

The study observed some security challenges within the research area in the form of the presence of prostitutes. Such situations could signal compromised security to visitors who are

not from the locality of the hotel. Guests' religious sensitivity is also important, and should be respected for them to rebuy. Recognizing a pattern of communication or relationship of a customer, like customers who would refuse to deal with women, would help a hotel front office staff represent the hotel appropriately regarding the cultural and religious sensitivities of the guest.

Guest loyalty programmes are found to be elusive in the research area. A clear-cut hotel loyalty programme is also an active medium that could engender repeat purchases and loyalty, thus stimulating continuous improvement from the enterprise.

## Practical and theoretical implications

In line with the Bettman's information processing theory of consumer choice, this study advocates that customer loyalty in the hotel industry is a possibility, and could be achieved in three major ways. First is the creation of procedures and processes (by hotel managers, as well as employees) that would engender sustainable delivery of better products or services, to stimulate repurchase behaviours. Secondly, the consistency required in continuous improvement demands that process standards are executed and followed up throughout the entire business. Third, feedback from the customer base is essential to continuously find out what flaws there could be in the product or service delivery process, and what extra effort is needed to make the product (or service) better and encourage repeat purchases.

Understanding the factors that have a significant impact on the different dimensions of customer repurchase behaviours, and the emergence of customer attrition and retention, can help hotel organizations make better product marketing decisions. The outcome of this study is expected to help hotel marketing departments in decision-making concerning product development and marketing strategies. The research will also direct hotel marketing divisions on viable instruments and modalities, for eliciting data from existing and prospective customers, for continuous improvement of products (and services) that would inspire customer loyalty. Specifically, the outcome of this research will encourage the hotel industry to establish customer intelligence units, similar to research and development units of manufacturing firms. Such efforts would create a dynamic customer relationship management environment that would bring about standard criteria for customer data management in the hotel industry.

## Recommendations

1. The need for continuous improvement in the methodology for analyzing the needs of the customer through customer intelligence is hereby emphasized. Hotels should ensure that the analysis of their customers is directly targeted to ensure that actual information that will directly influence business decisions is retrieved from the customers, continuously.
2. Ensuring customer support involves knowing the guests. Hotels should ensure a non-stop knowledge of guests' preferences through customer intelligence, and use such information to ensure continuous improvement in product and service delivery. This would enable the guest to have a feeling of commitment from the hotel regarding their individual needs, hence preventing the guest from switching loyalty at the slightest instance.
3. Listening to the voice of the customer is a means of understanding customer pain points, creating a positive impression, and enhancing the hotel's feedback mechanism.

Hotels should actively engage customers using applicable media handles that are within the reach of their customers. That way, the hotel can build relationships, understand customer needs, and resolve complaints before they are out of control, thus creating the atmosphere for repeat purchases.

4. To gain greater insights into the behaviours of customers, hotels should adapt to contemporary electronic means of customer data collection for seamless customer data storage. Such methods would offer opportunities for easy data retrieval and reuse in times of need. It will also assist hotels to ensure that customers are easily traced for reviews especially when attrition is suspected.

5. Hotels must fashion out methods of follow-up and ensuring continuous contact with their guests, post-lodging. Sustaining the connection with the customer would be a viable means of monitoring the post-purchase attitudes of the guest to ensure that possible issues bothering guest dissatisfaction are addressed to avoid turnover intentions.

6. Loyalty programmes are a reliable means of influencing the customer to repurchase objectives. Hotels should make it a priority to establish loyalty programmes for all categories of their customers, as a way of encouraging their loyalty. Some categories of hotel customers should equally be invited to attend specific hotel events. Such invites will encourage other categories of customers to rebuy until they attain the required level for similar invites.

7. Each impression created to the guest by the service personnel throughout the guest experience should be executed as if it is the first impression. While many hotels thrive on the principle of first impression, others should treat each customer, during the guest experience, with a renewed impression bearing in mind it could be the last if not professionally executed.

8. Hotels should be careful in making decisions relating to the prices of their products and services considering aggregate socio-economic instabilities within their areas of operation. It could be counter-productive for hotels to change prices for the mere fact of changing it. Price indices and customers' willingness to pay are factors to be considered, concerning customer analysis and income level of the customer.

## Suggestion for Further Research

Various factors posed limitations to the outcome of the present study. Cases of industrial disharmony in the vast public sector, which have effect on guests' income and expenditure levels, can have the tendency of influencing costs, product availability and prices. Also, fluctuations in the general price level, and exchange rate volatility in the local economy could undermine the production capacity of the hotel industry, guests' purchasing power, and guests' propensity to buy, by extension. There is need, therefore, for further research on these factors to determine their effect on the purchase behaviour of the hotel guest. Further, customer intelligence could be used to influence a hotel's net promoter score. It is necessary to study the extent of association between the independent variables of the present study and customer advocacy, which may significantly impact on the purchase behaviour of prospective and existing hotel guests.

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