

The impact of knowledge management factors on improving the performance of success of Sports customer relationship management

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ABSTRACT: In today's competitive world, customer knowledge is an important subject for the implementation of customer relationship management. The aim of this study is to investigate the impact of knowledge management factors on improving the performance of success of Sports customer relationship. The method of this research, in terms of target, is developmental and in terms of nature, is exploratory that the required information is gathered through interview, observation, review of literature and questionnaire. For this purpose, from among 76 three, four and five star hotels in six metropolitan cities, 67 hotels which have active sports service sectors were selected randomly according to Morgan's table as the statistical sample. In order to collect information, the Garrido and Mendoza (2011) and the most important criteria for the success of customer relationship management (2000) standard questionnaires were used. In order to examine the theories, structural equation model was used. The results showed a positive and significant direct relationship between the components of knowledge management (acquiring KM / KM influence / CRM technology / customer orientation) and customer relationship management in the success of the hotels in the sports service sector. According to the research findings, staff in the sports service hotels, as the main source of energy, plays a significant role in the success of knowledge management and customer satisfaction.

Keywords: Knowledge management, Sports customer relationship management, Success model.

INTRODUCTION

Today, sport is a phenomenon that most people have a tendency to it and its different aspects are as important topics in different circles of interest. Recently, sports industry is extremely attractive and is growing greatly throughout the world year by year and has become a big business and an integral part of many cultures (Millen, 2009).

Knowledge is one of the most important resources in the modern organizations (Linder and Wald, 2011). Today, it is the era of knowledge-based organizations. Knowledge management (KM), in order to access new sources of knowledge, put new theories in to serious consideration (Retan et al, 2011), such as community oriented knowledge management, which its aim is to achieve vast resources of customer knowledge.

Today, creating and maintaining customer relationship is not only used to sell products and services, but is also used to access information and knowledge about customers that is a new concept discussed in terms of knowledge management systems (Venir, 2001). Snowden considers knowledge management as identification, optimization and active management of intellectual capitals (Buttle, 2004).

Davenport and Prusak, (1998) describes knowledge management as the structured approach that have procedures to identify, evaluate, organize, store and apply knowledge to meet the needs and goals of the organization. In the Other definition, the knowledge management involves the combination of internal and external information and converts them into an active knowledge enabled by technology.

Today, with the advancement of information technology, new systems are produced which can help the organization to reduce internal costs, better interaction with the environment and eventually make a profit. One of these tools is

"customer relationship management (CRM)". In fact, customer relationship management insists on the centrality of creating and delivering value. Quoting Simith and Aaron (2008), sports customer relationship management (SCRM) is using methods and information technology and Internet capabilities in order to organizing and sports customer relationship management. The aim of customer relationship management is to create and deliver value to customers (Buttle, 2004).

Hotel industry insists on the human capital so that the mix of products and services such as adequate food with table service, room cleaning and flat service can be provided (Davnpport et al (1998), Chen, (2006)). Bouncken and Pyo found that the specific knowledge of working, working related knowledge, and transaction memory and knowledge of customer is one of the characteristics of knowledge based on the complex processes of work in providing services to clients in the hotels. Also they believe that knowledge management strategies and structural aspects of hotel operations differ greatly (Buncken, 2002).

The background check and experts' comments show that the necessity of applying knowledge management in organizations is undeniable. Factors such as globalization, downsizing governments and citizen-centric is the reason to pay special attention to knowledge management (Bang, 2005). The results showed that the purpose of implementation of knowledge management is an effort to improve competitive advantage and stay in the competition (Davnpport and Prusak, 2000). Nonaka, (1991) concluded that the knowledge potentially and obviously helps the organization to take appropriate decision and leads to take correct and on time steps in action. Neels and Johnson, (2010) research showed that successful implementation of knowledge management requires three processes (people, process and ICT) (Greve, G., & Albers, 2006, Eid, 2007). The findings of researchers showed that four factors (human resources, organizational learning, organizational culture and information technology) influence the placement of knowledge management in maritime organizations (Croteau, & Li, 2003). Alavi & Leidner, (2001) research results showed that Human resource is the most single important factor in facilitating knowledge management.

Sigala (2005) in a study named "Integrated customer relationship management in the hotel operations: concepts and operational management (Case Study of hotels in Greece)" concluded that the successful implementation of Customer Relationship Management needs management and tuning three processes of "ICT", (internal and external) relationship and knowledge management.

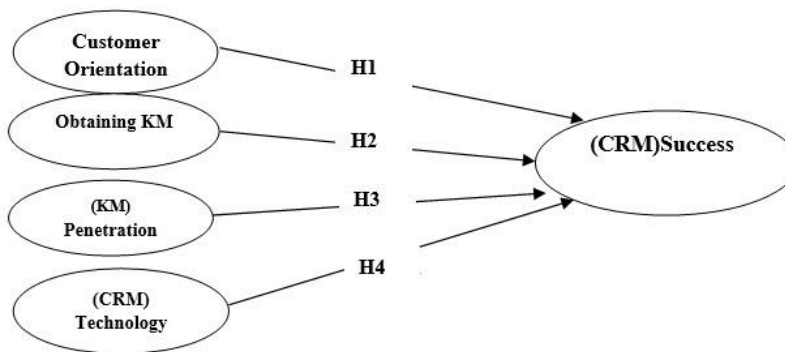
In fact, it can be argued that knowledge is one of the needs of contemporary organizations. Most of the articles pointed out the direct relationship between knowledge management and success of customer relationship management (Garido et al, 2011). Sports organizations are subject to constant changes in the present time. Communication and interaction of these organizations with various factors such as government, private sector, sponsors and other national and international sports organizations and above all social, economic, political and cultural factors cause these organizations are exposed to different stories or demands. So in order to improve their performance, it is essential for these organizations to use of components of knowledge management, customer relationship management and other scientific methods for maintaining their positions and succeeds in their organizational missions. This kind of research has not been done in the area of Iran sports organizations and this is a justification for doing this research. It should be mentioned that the majority of three-star to the top hotels in six major cities of Iran have sports service sector and it is inevitable to use knowledge management components for maintaining the customers.

In this study, the researchers want to investigate the direct relationship of knowledge management components with successful customer relationship management in the sports industry as the essential foundation for the development of known sports service sector, so to check the amount of knowledge management factors use (acquisition of knowledge/influence knowledge management/customer relationship management technology/customer orientation) and their relation with the success of customer relationship management and answer to this question that what is the relationship between the components of knowledge management and success of customer relationship management in the sports service sector of hotels in 6 metropolitan cities of Iran?

According to the theoretical literature, research hypotheses and conceptual model is proposed as follows:

Table1. Distribution of demographic variables Research

Percentage	Abundance	Levels		Percentage	Abundance	Levels	
9	6	Under 5 years	Sports history	8/95	6	Under30 years	Age
89	60	5 to10 years		80	54	30 to 40 years	
1/49	1	10 to15 years		7/46	5	50 to 40 years	
0	0	15 to20 years		2/98	2	50years and above	
0	0	20and above		0	0	Diploma	
90	60	Men	Sex	1/49	1	Associate Degree	Education
10	7	Female		90	60	BS	
				7/46	5	MA	
				1/49	1	PH.D	



Research methodology

According to purpose, this study is an applied research and according to information collection, it is a descriptive one. The population studied is the sports service sector of three to five star hotels in 6 major cities of Iran (Tehran, Mashhad, Shiraz, Isfahan, Tabriz and Urmia). For this purpose, from among the 76 hotels in six metropolitan cities that were three to stars, 67 hotels which have active sports service sectors were selected randomly according to Morgan’s table as the statistical sample. Finally, in this study, the structural equation model was used to examine the implementation of customer relationship management and its experimental success. Well as directors and executive sports service hotels as respondents were selected. The Standard questionnaire (Garrido et al, 2011) and the important measures for successful Customer Relationship Management (2000) were used in this study, which contained 47 questions within 7-parts. To ensure the content validity of questions, the comments of some of the sports management professors were used, who were an expertise in this field. After analysis, the reliability of the questionnaire using Cranach’s alpha coefficient for all the variables is close to (0.9), which shows the reliability scale. According to the respondent’s characteristics, the hotels sports service sectors managers were selected as the respondents. The descriptive statistics (indices of abundance, average and standard deviation) were used for the statistical analysis of the results and the Smart PLS device was used for the inferential statistics of the study.

Research findings

Table 1. Descriptive statistics of demographic variables has been shown.

Check the validity of the combination of the structures

The results of Table 2 shows, all the structures have an acceptable combined credit and this represents the fulfillment of a condition about the reliability. Also Cranach’s Alpha reliability coefficient of all the variables is above the minimum 0.87 in this study.

Table2. Validation hybrid structures

	AVA	Composite Reliability	Explained variance	Cranach’s alpha	Subscription credit	redundancy
Customer Orientation	0.84	0.97		0.97	0.84	
success «CRM»	0.73	0.91	0.99	0.87	0.73	0.09
«CRM» Technology	0.81	0.96		0.97	0.81	
Obtaining KM	0.72	0.95		0.94	0.72	
«KM» Intrusion	0.89	0.96		0.94	0.89	

The direct effects of variables

Table 3 of direct effects on the KM component

Findings

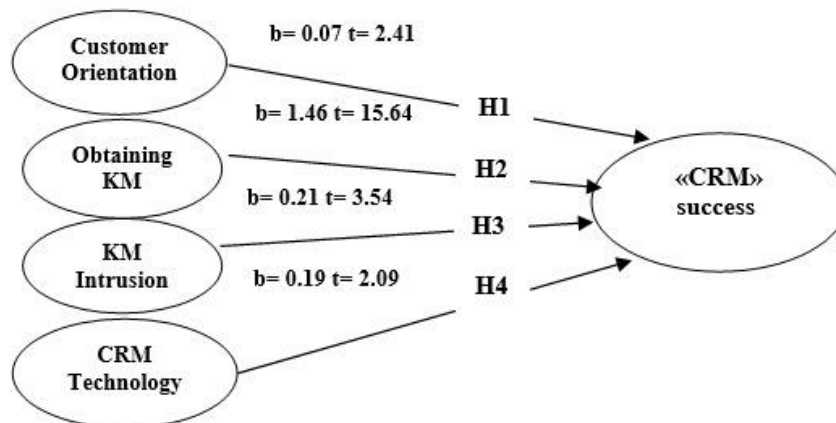
However due to meaningful hypotheses, it is possible to test results of the research structural equation modeling have

KM component	direct effects
Customer to CRM success	0.07
Obtaining KM to success CRM	1.46
KM Intrusion to CRM success	0.21
CRM Technology to CRM success	2.09

relationship between the research the research hypotheses. The hypotheses based on the been shown at Table 4. As it can

be seen in the table, all research hypotheses were confirmed at 99% confidence level. According to the path coefficients, we can conclude that there is a positive and significant direct relationship between the components of knowledge management (acquiring KM / KM influence / CRM technology / customer orientation) and the success of customer relationship management in the sports service sector of Iran's hotels.

The proposed model based on Research findings



Conclusion

The results of this test showed that the model is in a good condition. Based on these facts, the results of the research hypotheses test that are derived from the model are as follows:

The results of the study showed that the customer orientation directly affect the success of customer relationship management and has a significant positive impact on it. And the results are in line with Mendoza et al, (2007); Alavi et al, (2001); Shafaghaty et al, (2015) research results, which were found customer orientation directly affects the success of customer relationship management.

The results showed that the acquisition of knowledge management directly and significantly impacts the success of customer relationship management and the results are in line with Mendoza et al, (2007); Shafaghaty et al, (2015); Das et al, (2005) research results, that the acquisition of knowledge management has a key role in the success of customer relationship management.. Now, with regard to the important role that knowledge management systems play in sports sector and business environment, thus updating customer knowledge is effectively essential in the sports service sector of hotels for successful customer relationships management.

The results showed that there is a positive and significant direct relationship between the influence of knowledge management and success of customer relationship management. And these results are in line with Chen et al, (2004); Mendoza et al, (2007); Dos et al, (2005) research results which were found knowledge management influence has a decisive role in the successful implementation of customer relationship management . Management sector should believe in the crucial role of knowledge management and customer relationship management and success of organization in hotels and use knowledge management in vital decisions of organization.

The results of the study showed that the customer relationship management technology has a direct and significant positive impact on the success of customer relationship management. These results are in line with Chen et al, (2004); Mendoza et al, (2007); Shafaghaty et al, (2015); Dos et al, (2005); Sygala, (2007) research results which were found customer relationship management (CRM) technology is positively associated with success of customer relationship management. That is why researchers know customer relationship management technology is a prerequisite and not a sufficient condition for the success of customer relationship management (Garido et al, 2011). So we should consider the customer relationship management technological systems in the sports service sector as a key element in the implementation of strategies to consider for hotels so that by reducing the costs, we can implement many customer oriented activities in sports organizations.

In fact, it can be claimed that knowledge orientation is a necessity for contemporary organizations. Thus sports service sectors of hotels, in addition to satisfying high-level demands of customers; they should seek opportunities to provide services with higher quality to attract customers. To meet the challenges ahead, knowledge management can be beneficial. Certainly, the Ministry of Sports and Youth as custodian of sports in the country must fit in the design and implementation of knowledge management systems and success of customer relationship management in the leading role of sport organizations. In this regard, with building the infrastructures and suitable processes and also preparing members of the organization as the knowledge workers, these assets and key resources can be properly used. Requisite for this necessity is the creation of knowledge management components to the success of customer relationship management in the sports service sectors of hotels. In this research, the main factors of knowledge management for the success of customer relationship management are provided. The results of this study demonstrate the fact that there is a positive and significant direct relationship between the components of knowledge management (acquiring KM / KM influence / CRM technology / customer orientation) with the success of customer relationship management.

On the whole, it is recommended that managers of sports organizations, according to demands, comments, motivations, desires and values consider customers as the main audience in sports marketing and product development who can pave the way for improved sports customer relationship management and their loyalty to the products they provide.

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