



Full Length Research Paper

Customer relationship management strategy model applied to the chain of restaurants

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Consumer loyalty has been the focus of research of interest to both academics and entrepreneurs, nowadays companies in the commercial sector are in competition, are more focused on attracting new customers and invest considerable resources in the process, Neglecting the Strategies that allow loyalty to existing customers. This document deploys a series of CRM strategies to improve the loyalty of diners in the city of Riobamba, which has managed to improve sales, maintain existing customers and increase with new customers. The methodology of the present investigation is descriptive, because a diagnosis of the study variables, explanatory, was made because it tries to identify the causes of the loyalty through the analysis of data obtained in the survey. The research design is pre-experimental because a pre-test was applied to diagnose the level of fidelity, had as a unit of analysis to the customers who have used the service of the 8 restaurants of the Brisa Marina chain and its subsidiaries in such a way that Meet the conditions to evaluate such service and then make a diagnosis of their degree of fidelity. The study population considered was the average number of clients who used the services of the restaurants of the city of Riobamba that were at least visited by restaurants of the Brisa Marina chain between March and June of 2015. The levels of cognitive fidelity before applying the CRM strategy, it was observed that 37.97% of the diners were not aware of the variety, location and promotions of the restaurant, 60.87% had low knowledge, and only the 1.16% have an average knowledge. It can be observed that 45.8% had a low commitment; that is, that the guests showed little commitment to recommend, attitude of returning, commitment to speak well and defend when someone speaks badly of the restaurant in study, and only has that 2.32% of the diners have a high commitment and do not exist commensals apostles. The levels of affective fidelity after applying the CRM strategy, after implementing the strategy can be observed that 51.20% of the diners are satisfied with the service, 39.10% of the diners are indifferent with respect To the service and only the 4.30% of the diners express to be delighted with the service.

Keywords: Model, Customer Relationship Management, Relational Marketing, Loyalty, restaurant chain.

INTRODUCCIÓN

The importance of achieving consumer loyalty as a factor for the competitiveness of companies has been recognized for several years (Lambin, 2003). For this reason, the theme of consumer loyalty has been the focus of numerous investigations of interest both for academics as for businessmen; this interest to know the loyalty to the point of sale had undoubtedly to do with the changes that occurred in the commercial sector.

Today, companies in the commercial sector are in competition, they are more focused on attracting new customers and invest considerable resources in the process, neglecting the strategies that allow re-establishing loyalty to existing clients. Although it is accepted that the long-term value of an existing and loyal customer is much greater than that of a new and short-term customer, it is one of the considerations neglected in most companies (Richard, 1998).

It is not easy to differentiate from competitors, and even more so when competition intensifies in mature markets and customer retention becomes a priority, so it becomes necessary to consider loyalty programs as the best form of differentiation (Sharp & Sharp, 1997). This is the case of the Brisa Marina chain in Riobamba - Ecuador.

Customer Relationship Management is a business process that is based on all customer specifications identifies the pattern of customer behavior and leads to customer knowledge. Customer Relationship Management forms relationships with customers and will be effective on products or services.

The objective of the present investigation is the application of the Strategy Model Customer Relationship Management RCM applied to the chain of restaurants of the sea breeze restaurant chain of the city of Riobamba – Ecuador.

THEORETICAL FRAMEWORK

Model of the Strategy Customer Relationship Management

From a customer relationship perspective, management is defined by four elements of a simple framework, such as knowledge, purpose, sales and service (Rygielsk, 2002).

Reinartz, Krafft & Hoyer (2004) define CRM as a "process for managing customer relations initiation, maintenance and termination at all customer contact points to maximize the value of the relationship portfolio."

Al-Hundaif (2011) CRM is a process that will help bring together a large number of pieces of information about customers, sales, marketing effectiveness, responsiveness and market trends.

Zablah & Jonhnston (2003) claim that CRM is "a philosophically related offspring with relational marketing, which is for the most part neglected in literature."

Yao & Khong (2012) define CRM as a management technique used for maximizing customer value.

Similarly Hobby (1999) considers CRM as "a management approach that allows organizations to identify, attract and increase retention of profitable customers by managing relationships with them."

The centrality of the customer, and therefore the implementation of CRM involves the identification of all strategic processes that include customers.

According to Plakoyiannaki & Tzokas (2002), CRM is a process of value enhancement supported by information technology, which identifies, develops, integrates and guides the different competencies of the company towards the voice of customers, in order to Deliver greater value to the customer in the long term, to correctly identify both existing and potential market segments.

From all of the aforementioned definitions, it is concluded that CRM is a strategy that combines information, processes, people and technology to achieve efficiency and effectiveness in its implementation in any type of organization.

Figure 1 presents the CRM Strategy model designed for restaurants and consists of 6 phases: situational diagnosis or internal analysis, strategic addressing, assessment of capabilities, solution approach and implementation, definition of indicators and deployment Roadmap for implementation.

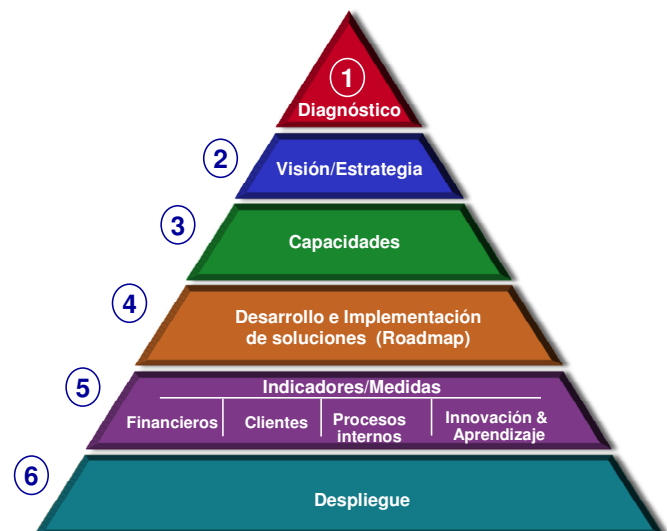


Figure 1. Methodological approach of the CRM strategy for Restaurants Prepared by: Research Group

The methodology to develop a potential client contemplates table phases that are: identify, differentiate, interact and customize.

Phase of Identifying: In this first phase another of the highlighted points is the identification of the end users of the restaurants that visit at least once a month the Chain of Restaurants Brisa Marina.

After that, a more extended identification of the main dishes that consume and in what range of time they are made is established. You should gather the most information from the final diners and keep track of their interactions, investigate the factors that influence the purchase of the menu items.

Phase to differentiate: To begin with, the diners have been grouped according to their value that gives the restaurant: CMV (Most Valuable Customers). With CMVs, the main objective is to develop and retain them in the highest profitability category.

Committed clients, besides valuable, are those who have a growth potential for which the value can be calculated in time, in the training that was done to the waiters of the premises, they were taught some skills to be able to differentiate To the most frequent clients, in this way to identify them in next visits to give them a more specialized treatment.

There is also the customer DC (below zero) whose negative value is below the costs that the restaurant has to serve or serve this diner, in this case it is recommended to the waitresses that the kindness in the treatment of this type of customers, But do not express greater effort in being helpful with this type of clients, since this will always try to generate conflicts in each encounter.

The goal with these clients is to eliminate them because they generate loss, but before eliminating them it is necessary to analyze if these clients have growth potential in the pyramid of value.

It was analyzed the needs of the diners, regardless of the products they consume with a medium frequency and it is there where the strategies are applied gradually without this realizing and not causing a retaliating effect to the same.

Phase of interacting: Dialogue is synonymous with profit, the staff is sufficiently trained to make repetitious greetings and gestures when attending a new guest, that is, a same welcome, a same offer of the letter and promotion of the dishes of It was worth it, give the chef's suggestion, be courteous and kind at every moment and influence the confidence in the mind of the diner to make him feel "at home." Interaction is the third stage of the CRM strategy. First, you have to know who your customers is, what is the first phase; then differentiate them by their needs; then you need to interact with them.

Know the needs of the diners and then interact with them, studying the best way to meet the needs, and thus strengthen the relationship.

First, it is necessary to extract the maximum information from each client, making associations such as: "if the customer lives in this area, of course, parking

problems" or "you have a very stressful profession you can enjoy a program Executive decompression, etc.

That said, the interactions of the company will try to satisfy the needs not expressed by the client, but are implicit to their lifestyle. Life event management can also focus on the different stages of life of diners, such as the birth or graduation of a professional. In these cases, the company can make offers or appropriate these events to offer promotions.

Phase of personalizing: After identifying who our clients are, to differentiate them according to their needs and interact with them, it is necessary to use all this information to personalize our offer according to each client. At this stage the following questions will be asked:

- 1) How to use the information collected to customize the treatment for each client?
- 2) What changes in the service or product should be made to better serve each customer?
- 3) How can clients spend less time, money and work when they are given the service and / or purchase the product?
- 4) How to automate the process of personalized treatment?

METHODOLOGY

According to the nature of the study, according to Hernandez, Fernandez & Baptista (2010) in his book describes that these types of research are descriptive and explanatory; it is descriptive, because a diagnosis of the study variables is made, and it is explanatory, because Aims to identify the causes of loyalty through the analysis of data obtained in the survey.

The research design is pre-experimental because a pre-test was applied to diagnose the level of fidelity. The present study has as a unit of analysis the clients who have used the service of the 8 restaurants of the Brisa Marina Chain of the city of Riobamba, Province of Chimborazo - Ecuador and its subsidiaries in such a way that they meet the conditions to evaluate said service and then make a diagnosis of their degree of fidelity.

The study population considered was the average number of clients who used the services of the restaurants of the city of Riobamba that were at least visited by restaurants of the Brisa Marina chain between March and June of 2015. The sampling technique was for convenience as there are clients who do not have time to respond to the questionnaire, the sampling technique was random, the procedure to choose the participants of the sample as follows: a number was given to each passenger That requests the service and according to the numbers selected with the SPSS applying the random technique; It will proceed to take the test of loyalty to said client.

For the sample size, the following formula was used:

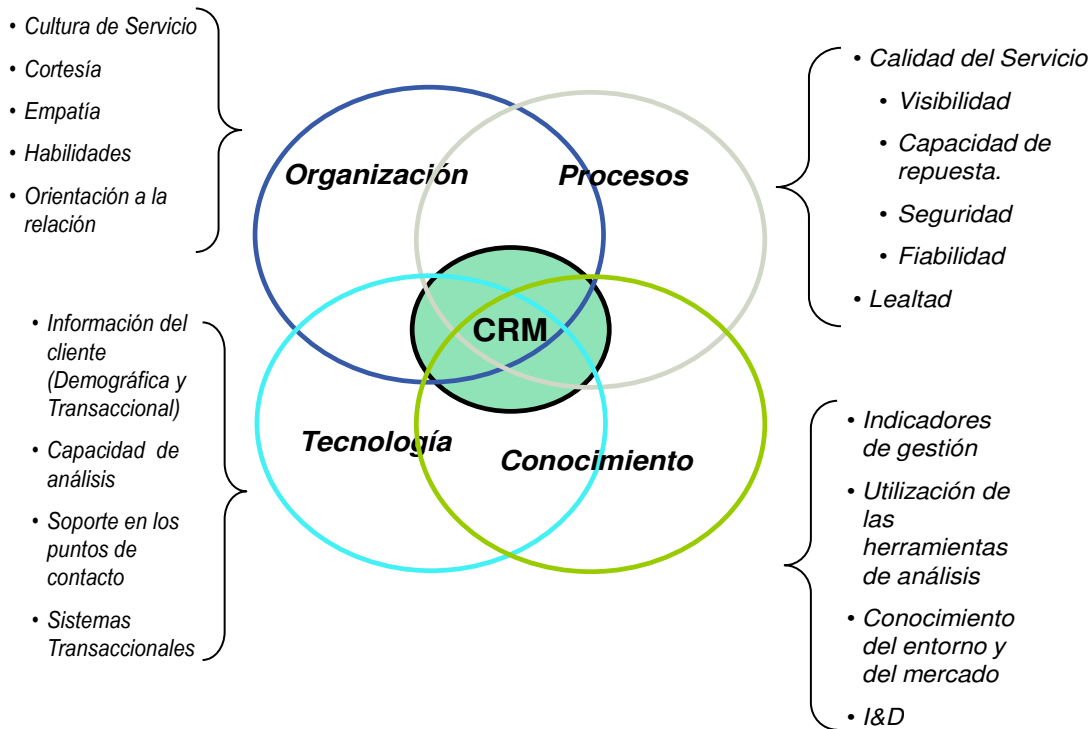


Figure 2. Methodological Approach to Capacity Analysis

$$n = \frac{Z_{\alpha}^2 \cdot N \cdot p \cdot q}{i^2(N-1) + Z_{\alpha}^2 \cdot p \cdot q}$$

- N = Sample size
- N = Population size
- $Z_{\alpha} = 1.96$ squared (if security is 95%)
- P = expected proportion (in this case 0.5)
- Q = 1-p (in this case 1-0.5 = 0.5)
- I = error (10%)

To calculate the population is considered the 30 days of the month in which the information is to be collected. On average, 114 customers are served each day, which is why the population would consist of 3,420 customers. A sample size of 345 clients was obtained.

RESULTS

Analysis of the Capacities of the Restaurant.

To analyze in a systemic way the company's capabilities have been considered four domains that are: organization, processes, technology and knowledge.

Figure 2 presents the methodological approach for the analysis of the capabilities that the company has to attend to the CRM strategy according to the priorities of the CRM philosophy.

The approach contemplates four domains that are: organization, processes, technology and knowledge. The organization includes aspects such as service culture, courtesy, empathy, skills and orientation to the relationship; That is to say, this domain contemplates aspects with the human factor and its competences.

The domain of processes is oriented to evaluate the operations that are carried out in the company and identify the indicators that allow improving the efficiency and the effectiveness to improve the different services that are executed.

The technology domain is oriented to analyze the information that has of the database of client using algorithms of segmentation of clients, as well as to apply data mining to identify patterns of conduct of such form that allow to offer a personalized treatment to the diners The Chain of Restaurants Brisa Marina.

To test the reliability, a pre-test was performed on 30 people to apply the Cronbach's alpha and the following result was obtained as shown in Table 1.

Table 1. Survey Reliability Analysis

Reliability statistics	
Alfa de Crombach	Elements
0,792	18

Source: Surveys conducted
Elaboration: Research group

Table 2. Generation age of diners frequenting restaurant

Age of Clients		
Years	Frequency	Percentage
18 - 28	89	25,8
29 -38	54	15,7
39 – 48	70	20,3
49 - 58	50	14,5
59 - 70	82	23,8
Total	345	100,0

Source: Surveys conducted
Elaboration: Research group

Table 3. Level of educational instruction

Nivel de Instrucción	Frequency	Percentage
Primary	43	12,50%
High school	98	28,30%
college	146	42,30%
Postgraduate	24	7,20%
Others	34	10,00%
Total	345	100%

Source: Surveys conducted
Elaboration: Research group

From the total of respondents the data obtained in the survey according to their age are as shown in Table No. 2 above:

Of the surveys carried out it was obtained that 25.8% clients who are in the range of 18 to 28 years; 20.3% from 29 to 38 years and 20.3% from 39 to 48 years so we denote that we have clients of all ages since the taste and type of food is desired by people of all ages.

Table 3 shows the educational level of the diners of the restaurants of the Brisa Marina chain in the city of Riobamba.

Table 3 presents the frequency distribution of the diners according to the level of education. In the table it is observed that 42.30% have university studies, 28.30% have secondary studies, 12.5% have primary studies and only 7.2% have postgraduate studies. From here we deduce that most of the diners have university or secondary studies.

Table 4 shows the frequency with which diners visit the Chain of Restaurants Brisa Marina of the city of Riobamba as detailed below.

We can determine that 36.20% of the respondents stated that the frequency of visits to Brisa Marina restaurants is occasional, 29.70% say that they visit a Brisa Marina restaurant once a month and 23.10% visit it 1 to 3 times a year.

Table 5 shows the values of the cognitive fidelity that will be taken into account for the tabulation of the data:

Table 6 shows the values of the conative fidelity that will be taken into account for the tabulation of the data:

Table 4. Age of Respondents

Frequency of Visit	Visit Frequency	Percentage
Occasional	125	36,20%
1 to 3 times a year	80	23,10%
Each month	103	29,70%
1 to 2 times a week	35	10,2%
Daily	2	0,5%
Total	345	100%

Source: Surveys conducted
Elaboration: Research group

Table 5. Values of cognitive fidelity

Cognitive Fidelity	Post test	
	Frequency	Percentage
Do not know	0	0,00%
Low Knowledge	17	4,90%
Average Knowledge	119	34,50%
High Knowledge	188	54,50%
Position	21	6,10%
Total	345	100,00%

Source: Surveys conducted
Elaboration: Research group

Table 6. Values of Contiguous Fidelity

Conative Fidelity	CONAPTIVE FIDELITY	
	Frequency	Percentage
Without obligation	0	0,00%
Low Commitment	18	5,20%
Middle Commitment	180	52,20%
High Commitment	127	36,80%
Apostle	20	5,80%
Total	345	100,00%

Source: Surveys conducted
Elaboration: Research group

Table 7. Values of Affective Loyalty

Affective Loyalty	Post test	
	Frequency	Percentage
Disappointed	0	0,00%
Dissatisfied	15	4,30%
Indifferent	135	39,10%
Satisfied	180	51,20%
Charmed	15	4,30%
Total	345	100,00%

Source: Surveys conducted
Elaboration: Research group

Table 7 shows the values of affective fidelity that will be taken into account for the tabulation of the data:

Table 8. Values of Behavioral Loyalty

Behavioral Loyalty	Post test	
	Frequency	Percentage
Very Unfavorable	0	0,00%
Unfavorable	18	5,22%
Indifferent	178	51,59%
Favorable	124	35,94%
Very favorable	25	6,25%
Total	345	100,00%

Source: Surveys conducted
Elaboration: Research group

Table 9. Values of Fidelity

Values of Fidelity	Post test	
	Frequency	Percentage
Very Unfavorable	0	0,00%
Unfavorable	18	5,22%
Indifferent	178	51,59%
Favorable	124	35,94%
Very favorable	25	6,25%
Total	345	100,00%

Source: Surveys conducted
Elaboration: Research group

Table 8 shows the values of behavioral fidelity that will be taken into account for the tabulation of the data:

Table 9 shows the values that are classified the levels of the Loyalty that will be taken into account for the tabulation of the data:

Validation of the survey carried out

The technique used was the survey and the instrument a self-administered form, the same that was validated through the technique of Validation by Experts, taking into account 7 experts who know about processes of customer service in restaurants.

For the validation of the instrument, in addition to applying the Cronbach Alpha Coefficient Method whose result is 0.792 for the questionnaire addressed to the diners of the Chain of Restaurants Brisa Marina of the city of Riobamba Ecuador, making it reliable to use this instrument for the present study.

Table 10. Cronbach Alpha Results

Estadísticas de fiabilidad	
Alfa de Cronbach	N de elements
0,792	20

Source: Surveys conducted
Elaboration: Research group

The questionnaire applied to determine the fidelity of diners in the Chain of Restaurants of Brisa Marina in the city of Riobamba Ecuador, is composed of 18 items, distributed in five scales, presents acceptable levels of reliability, oscillating the Cronbach Alpha coefficient between 0.43 and 0.91 for the different scales.

The reliability of the survey was determined by the Cronbach Alpha test, the same that was applied to a pilot survey of 30 customers of Brisa Marina seafood restaurants in the city of Riobamba. And the following results were obtained as shown in Table 10.

For (Cronbach et al., 2005) the Cronbach's alpha value between a range of 0.70 and 0.90 indicates a good internal consistency between the items analyzed, a Cronbach's alpha score of 0.79 or 79 was obtained , 20% which means that the survey has a good consistency.

ANALYSIS OF RESTAURANT CAPABILITIES

To analyze in a systemic way the company's capabilities have been considered four domains that are: organization, processes, technology and knowledge.

The approach contemplates four domains that are: organization, processes, technology and knowledge. The organization includes aspects such as service culture, courtesy, empathy, skills and orientation to the relationship; That is to say, this domain contemplates aspects with the human factor and its competences.

The domain of processes is oriented to evaluate the operations that are carried out in the company and identify the indicators that allow improving the efficiency and the effectiveness to improve the different services that are executed.

The technology domain is oriented to analyze the information that has of the database of client using algorithms of segmentation of clients, as well as to apply data mining to identify patterns of conduct of such form that allow to offer a personalized treatment to the diners of the Chain of Restaurants Brisa Marina.

Table 11. Evaluation of domain capacity

Factores Críticos de Éxito	Capacidad	Importancia	Indice de prioridad	Orden de Prioridad
Ventas: Proceso de ventas, presupuestos, producción, catálogo	4,8	3,9	8,7	1
Servicio: Proposición de valor, Servicio en función al valor, canales, etc	1,7	4,8	6,5	2
Estrategia: Segmentación, rentabilidad, integración de canales, etc..	2,1	4,3	6,4	3
Tecnología: Infraestructura de hw y sw, aplicaciones, seguridad, etc..	2,5	3,8	6,3	4
eCommerce: internet como medio de marketing y servicio	1,8	4,3	6,1	5
CKM: Gestión de la Información del Cliente, disponibilidad, confiabilidad,	1	4,5	5,5	6
Marketing: Gestión de Campañas, rendimiento de campañas, BD marketing	1,5	4	5,5	7
RRHH: Cultura de servicio, desempeño, capacitación, ...	1,8	3,2	5	8
Visibilidad: Apariencia, decoración, infraestructura moderna, etc..	2	1,7	3,7	9

Source: Surveys conducted
Elaboration: Research group

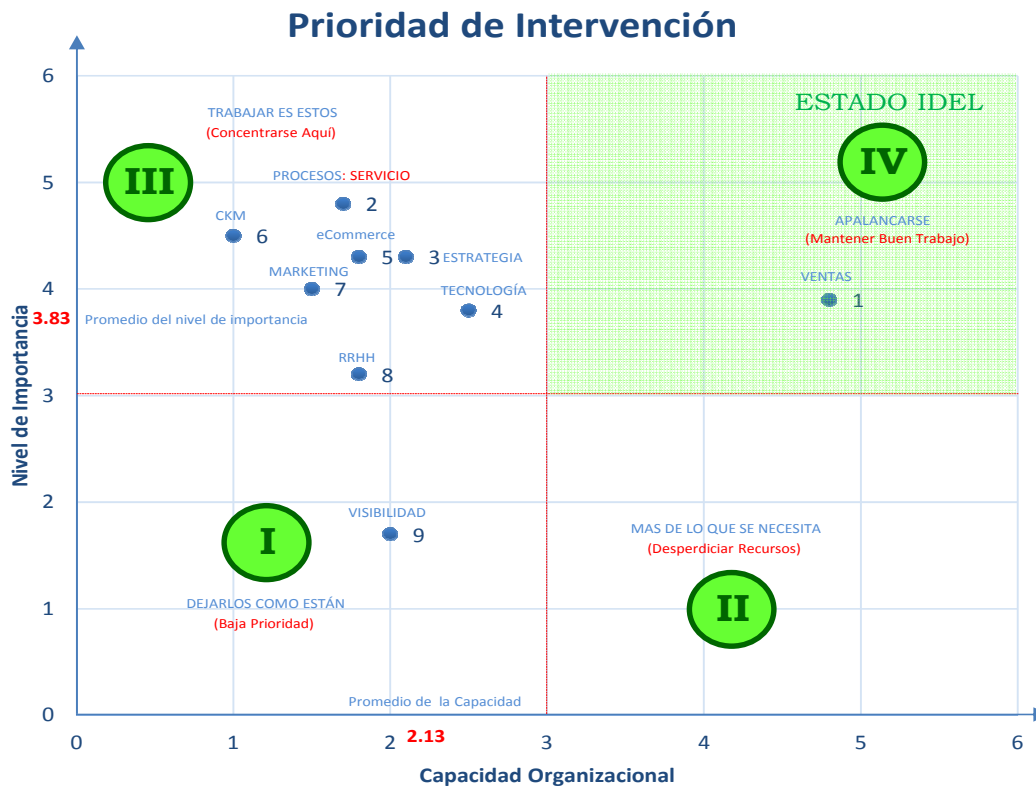


Figure 3. Intervention priority matrix for the process
Prepared by: Research Group

The Table 11 presents the factor capacity assessment based on the level of importance required to execute the CRM process. The evaluation process starts with the importance assessment of each factor on a scale of 1 to 5.

Then, the company's current capacity to execute these processes on a scale of 1 to 5 was evaluated. To identify the priority, the sum of both is performed and the one with the highest score is the one with the highest priority for an intervention.

Figure 3 presents the intervention prioritization matrix in critical success factors according to their level of importance. The matrix is divided into four quadrants.

The factors that are in quadrant I are those that have a low capacity and low importance, and the strategy to perform in this quadrant is to leave them as they are since they are not of importance for the execution of the CRM process. In the evaluation the visibility factor came out in this quadrant and it means that it is not necessary to intervene in the decoration and infrastructure of local

since it does not have much importance.

In square II are the factors that have a high capacity and little importance. The strategy used here is also not to intervene because you would be wasting more than needed. In the evaluation for the restaurant there was not a factor in this quadrant.

In quadrant III are the factors that have a high importance and the company does not have the capacity to effectively execute the processes that involve this factor.

The strategy used here is that you have to intervene in these factors to develop the capacity as they are necessary to consolidate the CRM strategy. In the evaluation of restaurant factors came out those factors of service, technology, strategy, and e-Commerce.

Finally, in quadrant IV are the factors that have high importance and the company if it has the capacity to execute the processes related to this factor. In the evaluation of the restaurant the factor that came out in this quadrant is the sales that must be kept in this quadrant.

CRM APPLICATION PHASES

The methodology to develop a potential client contemplates table phases that are: identify, differentiate, interact and customize.

Phase of Identify: In this first phase another of the highlighted points is the identification of the end users of the restaurants that visit at least once a month to the Chain of Restaurants Brisa Marina.

After that, a more extended identification of the main dishes that consume and in what range of time they are made is established. The largest amount of information should be collected from the final diners and their interactions should be monitored, and the factors influencing the purchase of the dishes should be investigated.

Phase to differentiate: To begin with, the diners have been grouped according to their value that gives the restaurant: CMV (Most Valuable Customers). With CMVs, the main objective is to develop and retain them in the highest profitability category.

Committed clients, besides valuable, are those who have a growth potential for which the value can be calculated in time, in the training that was done to the waiters of the premises, they were taught some skills to be able to differentiate To the most frequent clients, in this way to identify them in next visits to give them a more specialized treatment.

There is also the customer DC (below zero) whose negative value is below the costs that the restaurant has to serve or serve this diner, in this case it is recommended to the waitresses that the kindness in the treatment of this type of customers, But do not express greater effort in being helpful with this type of clients,

since this will always try to generate conflicts in each encounter.

The goal with these clients is to eliminate them because they generate loss. But before eliminating them it is necessary to analyze if these clients have growth potential in the pyramid of value.

It was analyzed the needs of the diners, regardless of the products they consume with a medium frequency and it is there where the strategies are applied gradually without this realizing and not causing a retaliating effect to the same.

Phase of interacting: The dialogue is synonymous of gain. The staff is sufficiently trained to make compliments and gestures when attending a new diner, ie a same welcome, a same offer of the letter and promotion of the dishes of excellence, give the chef's suggestion, be polite And gentle at every moment and influence the confidence in the mind of the diner to make him feel "at home." Interaction is the third stage of the CRM strategy. First, you have to know who your customers is, what is the first phase; then differentiate them by their needs; then you need to interact with them.

Know the needs of the diners and then interact with them, studying the best way to meet the needs, and thus strengthen the relationship.

First, it is necessary to extract the maximum information from each client, making associations such as: "if the customer lives in this area, of course, parking problems" or "you have a very stressful profession you can enjoy a program Decompression executives, etc.

That said, the interactions of the company will try to satisfy the needs not expressed by the client, but are implicit to their lifestyle. Life event management can also focus on the different stages of the lives of diners, such as the birth or graduation of a child. In these cases, the company can make offers or appropriate these events to offer promotions.

At first; in the present study it has been identified that most customers always come to the restaurant for birthday celebration.

With this new discovery has built a database of customers with this important information to send in advance an invitation card for the celebration of their birthdays and that if you bring more than five colleagues your plate comes free.

Diners who answered a dish have a high probability that they can come and consume on the date of their birthdays. And those who did not respond are those who have a minimal chance that they can come to the restaurant to consume with their friends some favorite dish.

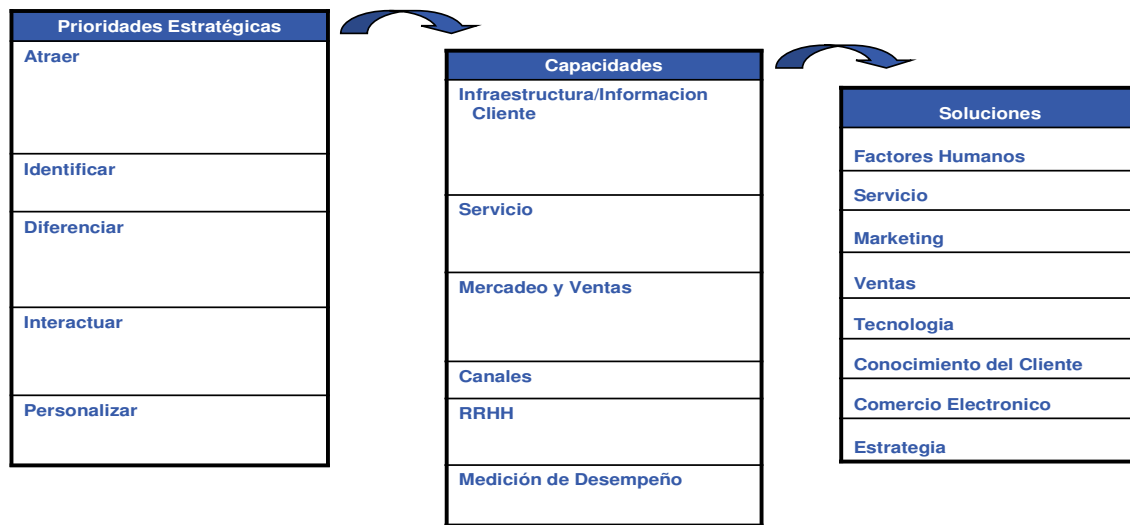
Phase of personalizing: After identifying who our clients are, to differentiate them according to their needs and interact with them, it is necessary to use all this information to personalize our offer according to each client. At this stage the following questions will be asked:

Table 12. Domains Vs CRM Phases

	IDENTIFICAR	DIFERENCIAR	INTERACTUAR	PERSONALIZAR
ORGANIZACIÓN	Existe una visión del comensal mas desarrollada para un tipo de cliente, que en los demás casos.	Las funciones analíticas limitadas a información transaccional	No están desarrolladas las habilidades para una interacción personalizada para los clientes.	Los productos/servicios entregados a los comensales no son personalizados en función de su valor y necesidades.
PROCESOS FRONT OFFICE	Los procesos en el front no identifican al comensal.	En el caso de algunos tipos de cliente la diferenciación se realiza por valor mas no por necesidades.	No todos los procesos están diferenciados por el valor del cliente. No todos los canales están desarrollados en su totalidad.	Políticas de servicio no definidas.
INFORMACION	No existe una visión única del comensal(en sus diferentes clases)	No existe información para diferenciar a los clientes por valor y necesidades.	No existe el marco para capturar información del comensal en función de su valor y necesidades	Información no apropiada para realizar la personalización.
TECNOLOGIA	Las BD no poseen la definición completa de perfil de cliente.	Falta de información, o información precaria y herramientas para análisis de clientes.	No se puede capturar toda la información en todos los puntos de contacto.	No existe integración entre los diferentes sistemas informáticos.

Source. Investigation
Elaboration: Research group

Table 13. Strategic Priorities and Capabilities



Source. Investigation
Elaboration: Research group

- 1) How to use the information collected to customize the treatment for each client?
- 2) What changes in the service or product should be made to better serve each customer?
- 3) How can clients spend less time, money and work when they are given the service and / or purchase the product?
- 4) How to automate the process of personalized treatment?

After presenting the CRM process, Table 12 presents the situation of the restaurant in each phase with respect to the domains of the company. And it is necessary to work on this scheme.

Definition of Strategic Priorities and Capacities

This section explains the processes of defining CRM strategic priorities based on the CRM philosophy that is the starting point.

Table 13 presents a logical sequence of the deployment of the strategic priorities aligned to the CRM process and this to the capabilities; and capabilities aligned to strategic solutions.

In this logical sequence has as its starting point the phases of CRM business strategy and based on these phases or processes identify the capabilities that the restaurant should have, if in case the restaurant does not have the capabilities developed to give a good Support to

Tabla 14. Prioridades estratégicas alineadas al proceso de CRM

Prioridades Estratégicas
<p>Atraer</p> <ul style="list-style-type: none"> Cupones de Descuento Pedidos en Línea Renovación del Sitio Web Factor Diferenciador: Ingrediente Único o Combinación Excelente... Programa de Cliente Frecuente: Visita Social Codes WiFi: Una excelente idea de marketing fue la desarrollada por el restaurante Comodo de Nueva York. Decidieron crear una carta con las imágenes que sus clientes publicaban en Instagram. Con un sencillo hashtag las personas que acudían a su restaurante podían ver los comentarios y así poder decidir qué plato degustar.
<p>Identificar</p> <ul style="list-style-type: none"> Diseño de Ficha de Cliente para poblamiento de información Campañas de Marketing: Promociones y Regalos Políticas/estándares de administración de información de los clientes
<p>Diferenciar</p> <ul style="list-style-type: none"> Creación del Modelo de Segmentación en función de valor/necesidades/ciclo de vida del cliente. Estimación del valor actual y potencial de los clientes Establecer esfuerzos de mkt/ventas/ servicio en función de valor/necesidad/ciclo de vida del cliente.
<p>Interactuar</p> <ul style="list-style-type: none"> Establecer mecanismos de integración entre el front/ back office Llevar a los clientes a los niveles mas rentables. Niveles de atención y respuesta diferenciados por valor de cliente y escenario del mismo.
<p>Personalizar</p> <ul style="list-style-type: none"> Establecer estrategias de cross y up selling e identificar los aspectos de la entrega de productos/servicios susceptibles de ser personalizados por valor/necesidad del cliente

Source. Investigation

Elaboration: Research group

Table 15. Capacity to Support Strategic Priorities

Capacidades
<p>Infraestructura/Información Cliente</p> <ul style="list-style-type: none"> Visión unificada del cliente/canales/puntos de contacto (Modelo Lógico) Calidad y actualización de datos de los comensales de acuerdo a políticas establecidas Segmentación de los comensales a nivel organizacional por valor y necesidad Arquitectura que soporte una visión única del comensal.
<p>Servicio</p> <ul style="list-style-type: none"> Diferenciados por valor y necesidad de cliente Acceso a la información de clientes
<p>Mercadeo y Ventas</p> <ul style="list-style-type: none"> Administración Integral de campañas Integración del cliente/los socios en la red de valor. Estrategias pro-activas de comunicación integrales a través de todos los puntos de contacto. Medir reacción de clientes a priori ante campañas Focalización por valor del cliente
<p>Canales</p> <ul style="list-style-type: none"> Gestión centralizada : comunicación, flexibilidad, operaciones de ventas y entrega de servicio (rentabilidad por canales)
<p>RRHH</p> <ul style="list-style-type: none"> Selección de Recursos Humanos capacitados y flexibles: empowerment. Cultura de servicio, retención y crecimiento del cte. Estructura Organizacional Orientada al Cliente
<p>Medición de Desempeño</p> <ul style="list-style-type: none"> Seguimiento del mapa de valor de la industria: competidores, canales, proveedores, clientes, sustitutos, complementos, gobierno (Sistema de Inteligencia Competitiva) Alinear prioridades estratégicas con medición del desempeño y compensación (Tablero de Control o Balance Scorecard) Medición del retorno de las iniciativas estratégicas (CRM, Supply Chain Management, IT, etc)

Source. Investigation

Elaboration: Research group

the phases of the CRM then it is necessary to propose solutions that allow to develop the capacities of the organization distributed in different areas.

Table 14 presents the identification of strategic priorities aligned to the CRM process or phase. And in phase zero has been planned different types of strategy to attract customers such as: frequent client program.

This program consists of delivering a book to the client to control their visits; when the customer fills the card according to their consumption, you can request free care of certain selected products. And so at each stage the strategies are defined to develop a client with a potential for growth.

Table 15 presents the capacities that the restaurant

Table 16. Capacities Vs Strategic Priorities

Prioridades Estratégicas		Capacidades			
		Capacidad 1	Capacidad 2	Capacidad 3	Capacidad 4
Atraer	Prioridad 1	●	●		
Identificar	Prioridad 2		●		●
	Prioridad 3	●		●	●
Diferenciar	Prioridad 4		●		
Interactuar	Prioridad 5	●		●	●
	Prioridad 6		●		
Personalizar	Prioridad 7	●			●

Source. Investigation
 Elaboration: Research group

Table 17. Capacities vs. Solutions

Capacidades	Categoría 1		Categoría 2			Categoría 3
	Proyecto 1	Proyecto 2	Proyecto 3	Proyecto 4	Proyecto 5	Proyecto 6
Capacidad 1		●		●		●
Capacidad 2	●	●	●			
Capacidad 3		●		●		
Capacidad 4					●	

Source. Investigation
 Elaboration: Research group

must have to support the optimal execution of the CRM process distributed in six areas: infrastructure and customer information, service, Marketing and sales, channels, human resources and measurement performance.

For the first capacity is considered to develop a unified vision of the customer through the different channels or contact points.

In addition, there should also be a system that allows updating the data of the guests in each interaction that may exist, then should be segmented to the customers according to their value or contribution to the company and then to their needs to be able to interact Personalized way, and finally the whole organization must have a unique view of the diner so as not to enter into inconsistencies at the moment the diner interacts with the representative of the company.

For example, the project of processes that was executed in the present research work that has been the one of BPM (Business Process Management) and this project have managed to develop to different capacities that the restaurant needs. Table 17 shows the capacities vs. the solutions.

DISCUSSION OF RESULTS

Knowing that CRM strategy for Food Services positively influences the cognitive dimension of the loyalty of diners of the Chain of Restaurants of Brisa Marina, in which it refers to the knowledge that the client has with respect to the restaurant services; It is recommended for future research to extend the dimension of knowledge to a dimension of positioning the restaurant in the mind of the client to identify other indicators that help improve the loyalty of the diners.

Since it has been found that CRM strategy for Food Services positively influences the conative dimension of the diners of the Chain of Restaurants of Brisa Marina; it is recommended for future research to expand the study of the conative dimension considering the commitment of the client since the conative dimension considers the commitment as an indicator.

With respect to the affective dimension of loyalty of the diners, managers are recommended to consider as an important factor of this dimension in the moment when the service is given or when the employee interacts with the client since that is where they are activated in a way

Positive or negative customer's emotions. It is necessary to consider training strategies for employees who have direct contact with customers because this dimension is an intermediate layer so that the client can opt for a future action or behavior to return to the restaurant.

With respect to the behavioral dimension of the fidelity of the diners, it is one of the most important dimensions of fidelity since it is related to the behavior that the client has towards the restaurant; If the customer had a bad experience with the service his behavior will be that he will not return to the restaurant and consequently would be a deserting client; In that sense it is recommended to the managers first to know what percentage of clients are deserters and then to propose strategies to know the reason. Based on them, policies and incentives must be set aside to eliminate the factors that cause a customer not to return

CONCLUSIONS

The levels of cognitive fidelity before applying the CRM strategy, it was observed that 37.97% of the diners were not aware of the variety, location and promotions of the restaurant, 60.87% had low knowledge, and only the 1.16% have an average knowledge.

It can be observed that 45.8% had a low commitment; That is, that the guests showed little commitment to recommend, attitude of returning, commitment to speak well and defend when someone speaks badly of the restaurant in study, and only has that 2.32% of the diners have a high commitment and do not exist Commensals apostles.

The levels of affective fidelity after applying the CRM strategy, after implementing the strategy can be observed that 51.20% of the diners are satisfied with the service, 39.10% of the diners are indifferent with respect To the service and only the 4.30% of the diners express to be delighted with the service.

The CRM Strategy for Food Services positively influences the loyalty of the diners of the Chain of Restaurants of Brisa Marina; it is recommended for future research to perform in a specific way through a coherence matrix to see which are the strategies that directly influence the different dimensions in order to improve the model in its implementation.

It is also necessary that managers who can make the diagnosis of customer loyalty from time to time to measure how the loyalty of diners evolves over time as it would be a guide to bring corrective measures and maintain a high percentage of loyal customers.

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