

## The Role Of Customer Relationship Management in Achieving Tourism Development

Mohanad Jameel Kadhim 1 , Saadoon Hammood Chitheer 2, Kadim Samukh Mohsin 3

1,3 University of Al Mustanseriya, College of Tourism

2 University of Baghdad, College of Administration and economic, Business Management Department.

**Article History:** Received: 11 January 2021; Accepted: 27 March 2021; Published online: 4 Jun 2021

### ABSTRACT

The current study aims to test the relationship between customer relationship management and its impact on tourism development, as well as to identify the nature of the practice and interest of the Antiquities and Heritage Authority and its affiliated sites, as the importance of the study stems from the limitations of previous studies that tried to identify and know the type of relationship between research variables (Customer Relationship Management) Tourism development), add to this the researcher's attempt to address a realistic problem that mainly affects the tasks and work of the Antiquities and Heritage Authority at the near and distant level, so the study adopted the intentional stratified sampling method, and distributed (100) questionnaires as a main tool for data collection, to (the director, assistant director, Section head, division official, employee) at the authority's headquarters, so the number of recovered persons was (86), of which (79) were a valid questionnaire for statistical analysis. For this purpose, the researcher employed two statistical packages (SPSS V.26, SMART PLS V. 3.3.8), and support The study uses a descriptive, analytical, exploratory, and historical approach, and used statistical methods to analyze the practical side (weighted arithmetic mean, standard deviation, coefficient of variation, relative importance, T-test, Pearson's simple correlation coefficient, and the curvature. Dar Al Khatti Al Simple and Multiple), and the descriptive and inferential statistical analysis concluded the most prominent result of employing the Antiquities and Heritage Authority to manage customer relations in tourism development, especially when it uses the focus on the main customers and organizational efficiency in promoting the tourism development of the Authority.

**Key words:** Customer Relationship Management, Tourism Development, Organizational Efficiency, Antiquities and Heritage Authority.

### Introduction

Countries and governments view tourism in the third millennium as a permanent economic resource that sustains and strengthens their budgets, and stimulates their economy by absorbing unemployment and re-distributing income in a positive manner without relying on the rentier and industrial economy alone. Tourism organizations have realized some challenges in diversifying their services, as well as preserving Her cultural heritage, introducing the world to it, and making it a tool to attract tourists, which made her think about mechanisms, policies and programs that develop tourism and sustain her financial and cultural ties with the preparation of the budget, so she began to rearrange her ideas about building fertile ground, through which the tourism sector in Iraq would flourish.

As the Antiquities and Heritage Authority resorted to the use of the client relations initiative and in the form of decisive decisions through which it determined the pattern of behavior that it will intend to target the tourism market, especially by investing in tourism and heritage sites, so it established communication systems and delivery of valuable services to visitors and guests when it employed the Customer Relationship Department from an external perspective As it is the link bridge and the tool that reads and examines changes in the tourism environment and the visitor's behavior, the customer relationship management was represented by (focus on the main customers, organizational efficiency, customer knowledge management) + so the Authority's goal of this package of dimensions was directed towards tourism development in its social, economic and environmental dimensions In addition to the preoccupation with tourism development, it has become at the forefront of strategies and plans at the level of countries and organizations.

And based on the importance of tourism to the Antiquities and Heritage Authority, managing customer relations in tourism development and its expected effects on the future of the Authority in particular and the tourism organizations in general, and in continuation with previous knowledge efforts to increase the intellectual contribution through this package of topics, the idea of the study came to confirm the necessity of developing tourism Through the use of customer relations management in achieving that goal, and for that the research problem was formulated through an academic knowledge-based approach that addressed the knowledge gap, as well as the practical problem. Questions were formulated according to this approach, and then goals were set, the most prominent of which was the promotion of tourism development through the influence of management The customer's relationship as independent variables that affect tourism development, and

based on the research problem, the hypothesis plan and the study hypotheses were prepared, and the researcher faced some challenges, the most prominent of which was the Corona pandemic, which led to the difficulty of communicating with the sample, distributing the questionnaire and moving between sites, especially since most of them are closed for the purpose of maintenance or For other reasons.

### **The First Topic / Research Methodology**

#### **First: The Study Problem**

It is possible to look at the development of the tourism sector in general, directing some of the obstacles and limitations that require treatment and improvement, especially the social, economic and environmental aspect, and this requires the application of customer knowledge management, as it is an important vital variable in the life of tourism organizations in general, and the Antiquities and Heritage Authority in particular, and from here. The idea of the current study crystallized, based on a set of research facts that have been presented. A main question can be formulated for the study (Does improving tourism development in the Antiquities and Heritage Authority need to manage customer relations)

As for the application side of the research, the field visits of the authority have led to some lag in understanding and a sketchy knowledge of customer relations management, and this matter extends to tourism development, but on the other side, the study aimed to identify some of the deficiencies in the authority's periodic evaluation of its customers' satisfaction, which led To their loss, after taking into consideration its capabilities, the visitor's needs and desires, and the weakness in discussing the strengths and weaknesses of its competitors, all of these matters prompted the researcher to define questions and find answers to them through the chapters and investigations of the study, including the following:

1. What is the level of client management availability in the Antiquities and Heritage Authority, and which dimensions (focus on key clients, organizational efficiency, customer knowledge management) receive attention and priority?
2. What is the level of interest and adoption by the Antiquities and Heritage Authority for tourism development, and what are the most prominent dimensions (economic, social and environmental) that receive attention and application in them?
3. Is there a correlation between the customer knowledge management and tourism development in the Antiquities and Heritage Authority?
4. Does customer relationship management affect tourism development? What are its most prominent dimensions affecting development?

#### **Second: Objectives of the study:**

The objectives of the study lie in the following two main axes:

##### **a. Goals on the theoretical level**

1. Knowing the latest theoretical and philosophical propositions about the study variables (customer relations management, tourism development), as well as reaching the theoretical and intellectual interdependence between its variables, according to the theoretical relations mentioned in the previous study.
2. Investing the nature of the relationship between the research variables in developing the Antiquities and Heritage Authority in particular, and the possibility of benefiting other tourism organizations, especially increasing their awareness and familiarity with the intellectual, theoretical and models presented.
3. Supplying the Iraqi library with a new contribution that brings together new variables, as well as opening the way for researchers to launch new studies related to research variables and future proposals.

##### **B. Objectives at the practical level**

1. Identify the reality of the application of the Antiquities and Heritage Authority of the discussed variables and their dimensions.
2. The current study deepens the understanding of the individuals and management of the Antiquities and Heritage Authority and its affiliated sites with important concepts in the life of the Authority such as managing customer relations and tourism development, as well as introducing its dimensions and importance, and in a way that contributes to the benefit of the Authority and other organizations thereof.
3. Determine the type and relationship of tourism development with the Customer Relationship Department and any of its relationships with the strongest customer relationship management dimensions in the Antiquities and Heritage Authority.
4. Examining a combination of standards used in a global environment that differs from the Iraqi environment in general, and the tourism environment in particular.

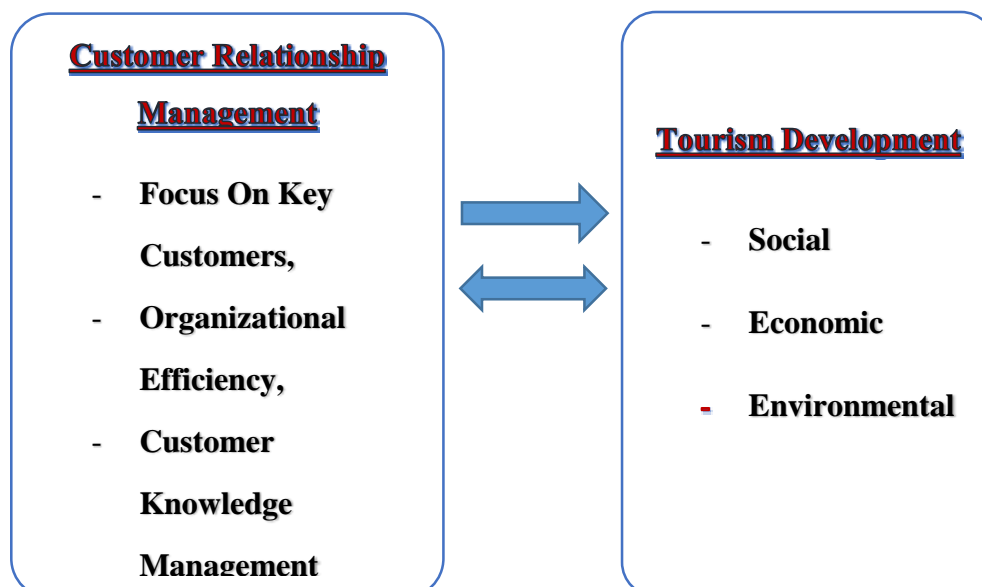
5. The study provides accurate statistical results, due to its reliance on the latest structural modeling programs represented by (SMART PLS V. 3.3.8) in diagnosing relationships and structural modeling.

**Third: the importance of the study**

1. Activate the customer's relationship management between the archaeological and heritage sites in Baghdad governorate.
2. The variables of the study (customer relationship management, tourism development) represent the most prominent variables affecting mainly the tourism sector in general, and the Antiquities and Heritage Authority in particular.
3. The study presents a number of conclusions and recommendations that would assist in setting up a number of reform measures that are compatible with improving the performance of the Heritage and Antiquities Authority and its affiliated sites.
4. Enabling members of the authority to invest marketing strategies, and manage customer knowledge, in achieving tourism development.
5. The study enables the Heritage and Antiquities Authority to take additional interest in managing client relationships with its dimensions, in achieving tourism development.
6. The current study draws attention to the importance of applying the customer relationship management method to achieve environmental, economic and social development.

**Fourth: the hypothetical study outline and its procedural concepts:**

In order to identify the nature of the relationship between the study variables, in light of the researcher's adoption of a set of managerial literature theories such as marketing theory, strategic management theories, and resource theories, the researcher presented a preliminary hypothetical model that presents the proposed relationships between the three main variables. Figure (1) shows that the independent variable Customer Relationship Management, measured in terms of three dimensions (focus on key customers, organizational efficiency, customer knowledge management), and tourism development as a dependent variable, measured through three dimensions (the economic dimension, the social dimension, and the environmental dimension).



**Fifth: The study hypotheses:**

The hypothesis is a preliminary proposal, or an estimative conclusion that the researcher puts temporarily, and as a preliminary opinion to solve the study problem, based on the information of the problem expressed in major dimensions and variables, and in its aspiration to answer the questions raised therein, and to achieve the main objectives of the study and in line with the proposed hypothesis model, the study hypotheses and expressions were formulated On the type of relationship between the variables discussed in the Antiquities and Heritage Authority, as follows:

The first main hypothesis: There is a positive, positive, significant correlation between managing customer relations and their dimensions with tourism development and its dimensions

The second main hypothesis: There is a positive emotional impact on the management of customer relations and their dimensions on tourism development

**Sixth: Limits of the study:**

The main study limits include:

1. Field borders: The Heritage and Antiquities Authority, and its archaeological heritage sites in the governorate of Baghdad.
2. Temporal boundaries: The temporal limits of the study were represented in its practical aspect, from February (2020) until September (2020). Distribution of the questionnaire, its collection and dispersal, the conduct of statistical analysis, and the study of the Commission’s work for the last three years.
3. Human borders: a sample of the Heritage and Antiquities Authority and some of its affiliated sites (director, assistant director, head of department, division official, employee) were represented.
4. Cognitive boundaries: and embodied by focusing marketing strategies as an independent variable, managing customer relations as a second independent variable, and tourism development, emanating from intellectual propositions and the cognitive contribution of strategic management, marketing management, and the organization and organizational behavior.

**Seventh: Curriculum**

The current study adopted the descriptive, exploratory and analytical approach, in its answer to the main and secondary research problem questions, and achieving its objectives. The descriptive approach is used to study the existing conditions of the phenomenon, in terms of its characteristics, forms, and relationships, as well as the factors that affect it, through the researcher's resort to monitoring and follow-up in a manner. Quantitative and qualitative, in order to gain familiarity with the phenomenon in terms of content and preparation of results, and to develop solutions to them and generalize them, the researcher sought to collect data, analyze it, and reach preliminary information that helped him define the problem and suggest the appropriate hypotheses. In this context, the researcher used the Excel program (2016), in addition to The two statistical packages (SMART PLS V.3.3.8 & SPSS V.26).

**Eighth: The research community and its sample**

5. Every society in which research requires major components that the researcher examines in order to study its parts, and may require the selection of a sample whose answers can be generalized to it, so it is imperative to define it clearly and accurately. Due to the number of its employees and due to the current conditions and the spread of the pandemic, which led to the closure of some tourism potentials, therefore the distribution was limited to the headquarters of the Authority and some sites, as the researcher wants to know the level of practice and availability of marketing strategies, customer relationship management, tourism development, as well as the relationships between these The variables, because they are the best and closest to diagnosing them through their awareness of the nature of these practices away from prejudice and courtesy. It was found that (7) of them were invalid, the sample (79) became an observation, the sample was deliberate stratified and as shown in Table (2).

Table (2) Calculation and identification of the research sample, distribution and recovery cases

Distributor	The recipient	Excluded from the recipient	The good of the sample recipient	The Sample
-------------	---------------	-----------------------------	----------------------------------	------------

<b>100</b>	86	7	79	
<b>Percentage</b>	<b>86%</b>	<b>8%</b>	<b>91.86%</b>	<b>91.86%</b>

Director		Associate director		Head of the Department		Division Officer		Employee	
1	1.26%	2	2.5%	8	10.12%	15	19%	53	67.12%

The second topic / previous studies

First: Previous studies related to customer relationship management

Researcher and year	Soliman, 2011
Study Title	<b>Customer Relationship Management and Its Relationship to the Marketing Performance</b>
The most important objectives of the study	Set a proposed descriptive model to measure the relationship between customer relationship management and marketing performance in financial institutions in Egypt, and explore the theoretical foundations of customer relationship management and its relationship to marketing performance, and apply them in practice in institutions.
Study Approach	Theoretical framework
Study variables and tools	Customer Relationship Management, Marketing Performance
Population and sample study	Research community all financial institutions operating in the Arab Republic of Egypt. There are 197 financial institutions, including 39 banks, 20 insurance companies, and 138 brokerage firms. The researcher formed a stratified random sample that constitutes 50% of the community. The sample consisted of (20) banks, (10) insurance companies, and (69) brokerage firms.
The most prominent results	The state's responsibility to provide institutions with the financial resources necessary to establish departments responsible for managing customer relations, and to provide senior management with the necessary recommendations to take decisions that will maximize the benefit of the process of focusing on the main customers, organizational efficiency and customer knowledge management, which may ultimately lead to improving organizational performance in a form. In general and marketing performance in particular.
The field of similarity and difference	The previous study concerned financial institutions of all kinds in my theoretical framework, while the current study focused on the tourism sector through the exploratory descriptive approach, the first sample was random, while the current sample was an intentional sample and the two studies adopted the same dimensions to measure customer relationship management.

Researcher and year	Salah & Abou-Shouk, 2019
Study Title	<b>The effect of customer relationship management practices on airline customer loyalty</b>
The most important objectives of the study	Explore and evaluate relational marketing practices that affect customer loyalty in the Egyptian aviation sector, and assist in exploring and evaluating relationship marketing practices. Airlines

	'management to develop marketing strategies to maintain customer loyalty.
<b>Study Approach</b>	Descriptive analytical method
<b>Study variables and tools</b>	Customer relationship management, customer loyalty
<b>Population and sample study</b>	(215) one passenger from EgyptAir
<b>The most prominent results</b>	The disclosure of a number of findings related to the airline's relationships with its customers, and despite the existence of positive and important results that have a clear impact of correlational marketing activities on customer satisfaction, regression analyzes and average feedback values indicate the need to better improve these practices, and the company's commitment to what It promises to have the greatest impact on passenger satisfaction, followed by shared values, structures of interconnectedness, tangibility, trust, and handling of disputes need a stronger impact on customer satisfaction.
<b>The field of similarity and difference</b>	The two studies were concerned with managing customer relations as an independent variable, and examining in two different environments (transport, tourism), through the descriptive and analytical approach, and each of them adopted a different model in measuring customer relationship management, in line with the environment.

**Second: Previous studies in tourism development:**

<b>Researcher and year</b>	<b>Schweinsberg (2009)</b>
<b>Study Title</b>	<b>Sustainable tourism development and rural community values in Australia's Forest regions</b>
<b>The most important objectives of the study</b>	Evaluating the role of tourism in achieving sustainable tourism development in rural Australia by exploring new ways to assess the response of the rural community to the tourism development in their areas, and using the best methods to manage the process of change in the rural community.
<b>Study Approach</b>	Case study
<b>Study variables and tools</b>	Sustainable tourism development, societal values
<b>Population and sample study</b>	Several communities from rural Australia - 198 people
<b>The most prominent results</b>	Natural tourism is often seen as a potential economic alternative to traditional rural primitive industries because it contains few negative effects, and achieving a steady state of balance between economic returns and between protecting the environment and its natural resources in rural communities to reach sustainable tourism development.
<b>The field of similarity and difference</b>	The two studies were applied in the tourism sector, through the descriptive exploratory approach and by surveying the opinions of a sample that varied in number, in addition to the previous study being applied in rural areas and paying attention to its forests, while the

	current study focused on the city and its archaeological sites and activating its role as an economic supporter of the tourism sector.
<b>Researcher and year</b>	<b>Kisi, 2019</b>
<b>Study Title</b>	<b>A Strategic Approach to Sustainable Tourism Development Using the A'WOT Hybrid Method: A Case Study of Zonguldak, Turkey</b>
<b>The most important objectives of the study</b>	Addressing the development of tourism from a perspective based on economic, cultural, social and environmental sustainability, providing a strategic approach that can help in developing sustainable tourism in tourist destinations.
<b>Study Approach</b>	Case study
<b>Study variables and tools</b>	Strategic Approach, Sustainable Tourism Development
<b>Population and sample study</b>	Groups of experts from different backgrounds (managers of tourism and cultural organizations, owners of travel agencies, hotel managers, local managers, academics) Zonguldak, Turkey
<b>The most prominent results</b>	The need for sustainable tourism development has become a current issue due to the rapid growth of the tourism industry around the world and the negative effects of tourism on the social structure, natural resources and cultural values. Sustainable tourism allows to reduce the environmental impact and maximize the socio-economic benefits of tourism destinations. on her.
<b>The field of similarity and difference</b>	The study focused on tourism development as an approved variable, and strategic variables were employed for it, in addition to the fact that the selected sample has a tourism administrative background and has experience and knowledge in the field of tourism. The former followed the case study, and the second took the exploratory and historical approach, with the difference in the size of the sample.

---

## The Second Topic / The Theoretical Side

### First: Customer Relationship Management

#### 1- The concept of customer relationship management

There is no unified concept on which researchers and writers agree on customer relationship management, as the definition is subject to different viewpoints depending on multiple factors such as philosophy, strategy, technology and context. Various trends have emerged in defining the concept of customer relationship management, some of which emphasize the necessity of human interaction in achieving its requirements, including what focuses On the automated side, after this concept, it is mainly the result of the great technological development, and because the traditional methods of attracting the customer are no longer useful to the organizations, especially with a high competitive environment, so a proper understanding of the customer, his needs, motives, behaviors, cost and profitability, is an important step in improving the performance of organizations, And with the information technology revolution, especially when the Internet appeared and made the world a small village, which led to the creation of opportunities through which organizations build strong relationships with customers better than they were in the past, in addition to the combination of the capabilities of direct response to customers' requests with high interaction, the largest The ability to establish and maintain continuous care for it, and support long-term relationships with customers (Winer, 2001: 1), which is what today is called customer relationship management (CRM), which is one of the effective solutions now spread all over the world, as the main goal is to increase customer satisfaction and gain their loyalty, while providing the best support and reducing the costs of the target products, linking the functions of marketing, sales, research and development and all customer support services together, and going further By generating added value for them.

---

Customer Relationship Management is defined as a complex field of study that integrates technology, analysis, and e-commerce capabilities in customer relationship management (Wali & Wright, 2016: 68). About competitors (Cherapanukorn, 2017: 91).

And from the diversity and difference of the previous concepts, each according to its perspective and philosophical approach, and the researcher considers customer relationship management (one of the contemporary approaches and strategies adopted by organizations in building and achieving competitive performance and activities specific to the organization and useful towards developing and maintaining its relationships with the customer by focusing on the main customers, and possessing competence. Organizational, customer knowledge management).

## **2- The importance of managing customer relationships:**

Organizations adopt a customer relationship management strategy for defensive and offensive reasons and according to defensive incentives, as it appears when major competitors successfully adopt a customer relationship management system, especially when fears arise that customers will lose a competitor and lower returns. As for the offensive incentives, they stem from the organizations' desire to develop profitability. By reducing costs and increasing revenues, this is done by developing customer satisfaction and loyalty.

The cost of a customer relationship management system is not only a price for possessing modern software-based technology, as it requires the application of a complete system and making several changes and modifications in some of the organization's operations, whether in front office jobs or functions behind those offices, such as re-engineering production processes and modifying some financial procedures, As well as training employees, all these modifications in order to suit the concept of focusing on the customer (Buttle, 2005: 29), while the researcher notes the resort to tourism and non-tourism organizations to establish strong relationships with their customers through the use of automation and information technology, and the adoption of means of communication, including It develops and sustains the relationship that is concerned with achieving the goals of the two sides of the relationship.

## **3- Objectives of Customer Relationship Management:**

The adoption of the application of the customer relationship management strategy aims to develop more profitable and long-term relationships with customers that result in an effective management of the customer base, as it can categorize customers and satisfy them and maintain the most profitable customers. The acquisition of customers and then maintaining them and obtaining their loyalty is a major goal of managing the relationship with Customers, as customer loyalty reduces marketing expenses because they do not need focused advertising methods. It must satisfy them (Buttle, 2005: 18), but this goal cannot be achieved from one night to the next, as in (Maslow's) ladder of needs, as self-realization is located at the top of the hierarchy, and can only be reached after the progression in all the steps of the pyramid starting from the bottom According to Kincaid (2003: 49), customer relationship management is not a magic bullet that provides all solutions and makes customers satisfied and loyal, but rather implementing a strategy of making changes to the system and its applications. Information, administrative and organizational processes, and employee behavior in order to achieve the goal of managing the relationship with customers, and there are a set of goals that any organization seeks to achieve through the customer relationship management strategy.

## **4- Dimensions of customer relationship management:**

The basic dimensions of customer relationship management are represented by the three core functional areas: (sales, marketing, and customer service). The interest of the organizations' management in these basic points in order to enable them to build a long-term interactive relationship with their customers, and these dimensions represented the organization's ability to focus on its main customers. And its organizational efficiency, and its ability to manage customer knowledge, which is embodied in the (Soliman, 2011: 180) model that adopts the following dimensions, as shown in Figure (2):





## Second: Tourism development of archaeological sites

### 1- The concept of archaeological sites:

(Feilden, 1994: 11) defines archaeological sites as "those buildings that make us admired and excite us to learn more about the cultures of the people who inhabited them, and carry aesthetic, historical, architectural or archaeological values, whether cultural, economic, social or political." Archaeological sites are of archaeological sites of historical value, and their importance is related to the establishment of this site that gives a sense of splendor and increases the desire to know the culture that created that creativity, due to the aesthetic, historical, political and symbolic values it shows. The architectural and cultural value of the rest of the parts of the city and narrate the history of the city as a result of its association with events, people or activities in specific historical periods.

From the researcher's point of view, the concept is embodied by all the sites that represent a historical stage of one of the ancient civilizations, whose existence has passed more than (200) years, and which has a story of a civilization, a society, or a people, whether or not they inhabit those sites, and its traces or part of them still remain until now. It makes it a tourist destination, or a course for studying antiquities, or historical knowledge of that site, and through it the organizations responsible for it can invest it economically, socially and culturally, to be an attraction for tourism and the establishment of festivals.

### 2- The concept of development and its relationship to tourism:

Development is defined as a set of activities and events aimed at satisfying human needs, directly or indirectly, by investing available tourism resources, in a way that secures an escalating pace of growth and is part of a comprehensive development plan in which the public and private sectors participate, largely in certain parts of the project. Tourist (Robert, 1995: 350).

The government provides infrastructure services such as water, transportation, etc., and the private sector provides the superstructures such as restaurants, hotels, etc. The tourism industry is one of the fastest growing industries in the world, so it is now trying to move towards sustainable and responsible practices (Font et al., 2006: 53), while tourism is an industry. It is indispensable, promotes economic and social development, has a positive effect on employment, total revenues and production, and may have negative impacts on the environment (Fossati & Panella, 2000: 73). If not properly planned and managed, permanent damage may occur to the physical, social, cultural and economic environment of the destination (Dwyer & Edwards, 2010: 23).

The focus on sustainable tourism has become an important issue, for reasons especially when the disruption of the environmental balance as a result (global warming, loss of social values, and failure to preserve natural, historical, social and cultural assets) has been considered an important and necessary factor in making sustainable tourism (Kisi, 2019). : 1).

Tourism development must ensure the optimal use of environmental resources, respect for the social and cultural characteristics of local communities, while providing social and economic benefit to stakeholders (UNEP / WTO, 2005: 10), as the goal of sustainable tourism development is "to influence economic health and self-well-being. For local residents, nature, protection of resources, healthy culture, optimal satisfaction of the requirements of the guests. " (Muller, 1994: 132). The researcher believes that tourism development is embodied in "all forms of activities, management and

development of tourism that maintain the natural, economic and social integrity of the host community and the target archaeological sites and ensure the preservation of natural and cultural resources."

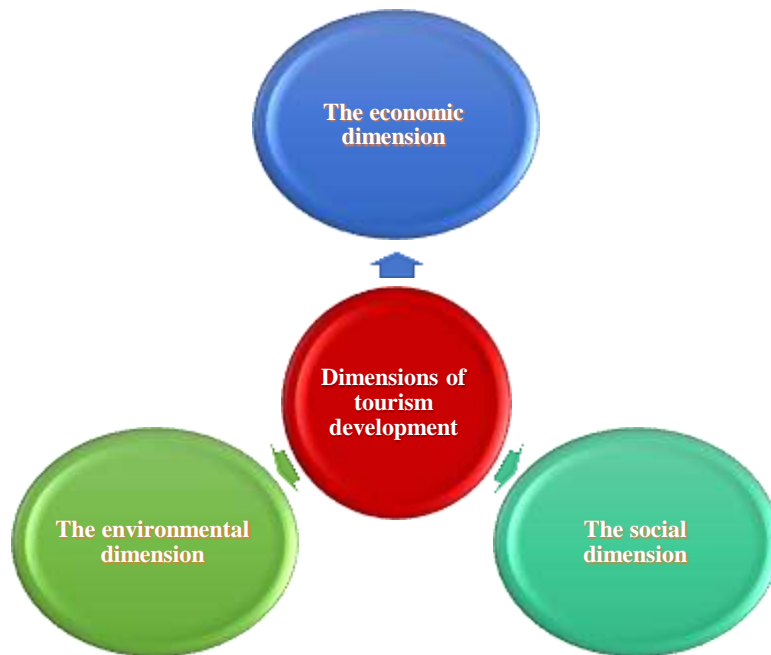
**3- Importance and objectives of tourism development:**

Tourism development contributes significantly to comprehensive development and on a large scale, in addition to generating more opportunities for the target society, innovative policies and programs that promote sustainable development goals are necessary to meet the challenges, threats and risks facing the future of tourism, and ensure that this sector in countries remains able to compete and sustain (Kim et al., 2018: 11), and the importance of tourism development can be through the goals it seeks to achieve, as tourism development has a set of direct and indirect economic impacts as well as social, cultural and environmental impacts (Middletin & Hakins, 1998: 98). Tourism development goals and the benefits that can be achieved: (Tubb, 2003: 477):

- It contributes to improving the tourist experience as a result of frequent visits and improving the life of the host community and the natural environment.
- It helps to sustain tourism, natural resources, tourist sites and different cultures.
- Contributes to achieving a balance between the needs of tourists, tour operators, host communities and the environment.

**4- Dimensions of sustainable tourism development:**

The literature presentation on the dimensions of tourism development varies according to the different points of view from one writer to another, as Kreag (1988: 3) indicates that the interests that arise from each of the dimensions are completely different from the other, and Gronau & Kaufmann, 2009: 86 He pointed out that there are three main dimensions that achieve tourism development, that tourism development is development that does not focus on the environmental aspect only, but also includes economic and social aspects, that is, it is development in three dimensions, interrelated and intertwined with each other, and each dimension consists of a group of elements, as shown In the figure below:



**Figure (15): Dimensions of tourism development**

**The Third Topic / The Practical Side Of The Research**

**First: Analysis of the correlation between customer relationship management and tourism development:**

The second main hypothesis of the research has been formulated, concerned with verifying the correlation relationship between the two variables of the research (there is a positive positive correlation relationship with significant moral between managing customer relations and their dimensions with tourism development and their dimensions), as Table (32) shows positive positive correlations as follows:

**Table (32) Matrix of correlation between customer relationship management and tourism development**

Variables	Economic Dimension	Social Dimension	Environmental Dimension	Tourism Development
Focus on your key customers	0.100	0.710**	0.487**	0.562**
	0.381	0.000	0.000	0.000
	79	79	79	79
Organizational competence	0.003	0.720**	0.476**	0.618**
	0.981	0.000	0.000	0.000
	79	79	79	79
Customer knowledge management	0.046	0.519**	0.041	0.272*
	0.688	0.000	0.718	0.015
	79	79	79	79
Customer Relationship Management	0.010	0.836**	0.337**	0.599**
	0.932	0.000	0.002	0.000
	79	79	79	79

**a. The relationship of focusing on key customers with tourism development and its dimensions:**

The focus on the main customers achieved three positive, positive, and moral correlation relationships with tourism development and its three dimensions, i.e. 75% of the relationships. The strongest of these relationships was with the social dimension (0.710 \*\*) and with a moral level (0.000), which indicates any increase in interest before. The authority and its archaeological and heritage sites in focusing on its main customers one unit attention will necessarily lead to an increase in the automatic interest in the social dimension and strongly, but at the level of other dimensions and the dependent variable, the increase in interest on the part of the authority by focusing on the main customers, will lead to increased interest in tourism development Overall, with the same amount of the strong direct correlation coefficient (0.562 \*\*) at the level of significance (0.000), while the relationship of focus on the main customers with the environmental dimension was significant, as its correlation with the environmental dimension was (0.487 \*\*) the average strength at the level of significance (0.000) It is less than the level of significance (0.05). As for its correlation with the economic dimension (0.100) and with the level of significance (0.381), it is greater than the level of significance (0.05). It is less than the level of significance (0.05) to focus on the main customers of the authority with the social and environmental dimension and with the tourism development in general, and therefore accept the first sub-hypothesis of the second main research hypothesis (the focus on the main customers is linked with the tourism development and its dimensions are directly related to the moral).

**B. The relationship of organizational efficiency correlation with tourism development and its dimensions:**

It achieved the organizational efficiency of three positive, positive, and moral correlation relationships with tourism development and its three dimensions, i.e. 75% of the relationships, so the strongest of these relationships was with the social dimension (0.720 \*\*) and with a moral level (0.000), which indicates any increased interest by the authority and its locations Archeology and heritage in focusing on its organizational efficiency as a single unit of concern will necessarily lead to an increase in automatic interest in the social dimension in a strong way, but at the level of other dimensions and the dependent variable, the increase in the authority's interest in organizational efficiency may lead to an increase in interest in tourism development as a whole, and to the same amount The coefficient of direct correlation (0.618 \*\*) is strong at the level of significance (0.000), while the relationship of organizational efficiency with the environmental dimension was significant, as its positive correlation with the environmental dimension was (0.476 \*\*), the average strength at the level of significance (0.000), which is less than The level of significance is (0.05), as for its correlation with the economic dimension (0.003) and with the level of significance (0.981), which is greater than the level of significance (0.05). (0.05) to focus on the main customers of the authority with the social and environmental dimension and with the tourism development in general, and therefore accept the second sub-hypothesis of the second main research hypothesis (organizational efficiency is related to tourism development and its dimensions are directly related morally).

**C. The relationship of the customer knowledge management link with tourism development and its dimensions:**

The Customer Knowledge Department of the Antiquities and Heritage Authority and its affiliated sites achieved a direct moral relationship with the tourism development and its three dimensions, i.e. 50% of the relationships, so the strongest of these relations was with the social dimension (0.519 \*\*) and with a moral level (0.000), which indicates any An increase in the interest of the authority and its archaeological and heritage sites in managing the knowledge of the customer as a single unit of interest will necessarily lead to an increase in automatic interest in the social dimension in a strong way, but at the level of other dimensions and the dependent variable, the increase in the authority's interest in strengthening the management of its knowledge of the customer, will lead to an increase Paying attention to tourism development as a whole, and with the same positive direct correlation coefficient between them (0.272 \*), which is weak at the level of significance (0.015), while the relationship of customer knowledge management with the economic dimension and the environmental dimension was not significant, as its link with the economic dimension was (0.046) at the level of significance (0.688) which is greater than the level of significance (0.05), and with the environmental dimension (0.041) and with the level of significance (0.718), as the researcher notes that the values of the correlation coefficients are at a level of significance less than the level of significance (0.05) to manage customer knowledge with the social dimension and tourism development as a whole, and therefore accept the third sub-hypothesis of the second main research hypothesis (customer knowledge management is linked with tourism development and its dimensions are directly related to the moral).

#### **D. The relationship of managing customer relations with tourism development and its dimensions:**

Efficiency achieved customer relations management of three positive, positive, and moral correlation relationships with tourism development and its three dimensions, i.e. 75% of the relationships, so the strongest of these relationships was with the social dimension (0.836 \*\*) and with a moral level (0.000), which indicates any increase of interest before. The authority and its archaeological and heritage sites in promoting the practices of managing customer relations as a single unit of concern will necessarily lead to an increase in automatic interest in the social dimension and strongly, but at the level of other dimensions and the dependent variable, the increased interest by the authority may lead to an interest in managing customer relations, it will lead to an increase in interest in development As a whole, with the same amount of a strong direct correlation coefficient (0.599 \*\*) at the level of significance (0.000), while its relationship with the environmental dimension was significant, so its positive correlation with the environmental dimension was (0.337 \*\*). Average strength at the level of significance (0.002), which is It is less than the level of significance (0.05). As for its correlation with the economic dimension (0.010) and the level of significance (0.932), it is greater than the level of significance (0.05). The moral (0.05) is to manage the customer's relations with the social and environmental dimension and with the tourism development in general, and he must accept the second main research hypothesis (customer relations management is linked with tourism development and its dimensions are directly related to the moral). Thus, the researcher has answered some of the research problem questions.

#### **Second: Examining the impact of customer relationship management on tourism development:**

The researcher resorted to multiple regression in a (backward) method, with the aim of identifying any dimensions of customer relationship management represented by (focusing on key customers, organizational efficiency, customer knowledge management) affecting tourism development, and as shown by the results of Table (36):

**a. The effect was determined by focusing on the main customers, and by organizational efficiency in making the model,** with the value of the standard marginal mile (0.281) and the level of significance (0.015) which is less than the level of significance (0.05), and the calculated value (T) (2.486) to focus on the main customers, and the value of the mile The standard threshold is (0.437), and with a significant level (0.000), which is less than the level of significance (0.05), and with the calculated value of (T) (3.866), which is greater than its tabular value.

**B. In addition to the absence of an effect for the other dimensions (customer knowledge management),** as the value of the standard marginal slope was (0.105), with a significant level (0.250), and the calculated value of (T) was (1.159) which is less than its tabular value (1.96).

**C. While the model correlation coefficient was (0.654), the value of the multiple regression coefficient (0.428),** the value of (F) calculated for the model (28.440), and the value of the modified interpretation coefficient (0.413), which indicates that the focus on the main customers and organizational efficiency is interpreted as (41.3%). One of the changes in tourism development, noting that the value of the test was (DW = 2.393), while the value of the constant was (2.084), at the level of significance (0.000), and the value of (T) calculated (8.325).

Tourism Development (Y) = 2.084 + 0.281 \* (Focus on Key Customers) + 0.437 \* (Organizational Efficiency)

As the researcher notes the tendency of the Antiquities and Heritage Authority and its affiliated sites to employ its organizational efficiency and focus on the main customers mainly, when it aims to create a positive promotion in tourism development, while disrupting the other dimensions of customer knowledge management, from a true point of view that the inferential statistical analysis The customer actually applied in the authority is embodied by focusing on the main customers, and relying on the competence of the regulatory body in a real way without relying on customer knowledge management.

Table (36) the multiple impact of customer relationship management dimensions on tourism development

Test the impact of the combined dimensions of the marketing strategies on tourism development:

The researcher resorted to multiple regression in a (backward) manner, with the aim of identifying any dimensions of marketing strategies represented by (market orientation, innovation orientation, internal capabilities, external capabilities) and an impact on tourism development, and as shown by the results of Table (2):

a. The effect was determined by the market orientation exclusively in the model work, with the value of the standard marginal slope (0.326) and the significant level (0.003), which is less than the level of significance (0.05), and the calculated value of (T) (3.026).

B. In addition to the lack of influence of the other dimensions (orientation towards creativity, internal capabilities, external capabilities), as the value of the standard marginal inclination was (0.022, -0.078, 0.097) respectively, and with a significant level (0.904, 0.589, 0.516) respectively, and the value of (T) calculated (0.121, -0.542, 0.653) which is less than its tabular value (1.96).

C. While the model correlation coefficient was (0.326), the value of the multiple regression coefficient (0.106), the value of (F) calculated for the model (9.159), and the value of the modified interpretation coefficient (0.095), which indicates that the market orientation explains (9.5%) of the changes That occur in tourism development, noting that the value of the test (DW = 2.213), while the value of the constant was (2.958), at the level of significance (0.000), and the value of (T) calculated (9.065 ')

Tourism development (Y) = 2.958 + 0.326 \* (market orientation)

As the researcher notes the tendency of the Antiquities and Heritage Authority to employ the orientation towards the tourism market mainly when it seeks to make a positive improvement in tourism development, while disrupting the other dimensions represented by the orientation towards creativity, internal capabilities, and external capabilities, from a real point of view produced by the inferential statistical analysis that the marketing strategies Actually applied in the authority is reflected in directing towards the market in real without relying on other marketing strategies.

**Table (2) The Multiple Impact Of Customer Relationship Management Dimensions On Tourism Development**

Sample	Moral	T value	Standard Dv.	Impact factor	Independent		Dependent
79	0.015	2.486	0.077	0.281	Focus on your key customers	→	Tourism development
	0.00	3.866	0.077	0.437	Organizational competence	→	
	<b>0.250</b>	<b>1.159</b>	0.040	0.105	Customer knowledge management	→	
AR <sup>2</sup>	R <sup>2</sup>	R	α		Sig		F
.413	.428	.654	2.084		0.000		28.440
DF (2,75,78)			T=8.325		D.W (2.393)		

**The fourth topic / conclusions and recommendations**

**First: The Conclusions**

1. It is clear to the researcher that the Antiquities, Heritage and Tourism Sites Authority affiliated with it has adopted a policy of attracting a work force that assigns its tasks and duties to the male type, with experience, skill and university achievement while relying on some technical positions to those with accumulated experiences and in a way that contributes to the development of tourism, and according to the adoption of appropriate marketing strategies, Manage customer relationships in the places they occupy.

2. The tendency of the Antiquities and Heritage Authority shows that it is still suffering from limited evaluation of its customers' satisfaction with tourism products, which made it lag in discussing the strengths and weaknesses of its competitors, as well as its formulation of strategies through which the value of the customer is still not meeting the ambition.
3. The Antiquities, Heritage and Tourist Places affiliated to it directs to focus on its main customers, when it seeks to improve the level of its relationship with the customer through its continuous cooperation, and to adapt its services according to their needs and personal characteristics, and make strenuous efforts to discover the continuous change in their tastes through discussions with them about their services.
4. The Antiquities, Heritage and Tourist Sites affiliated to it adopts remarkable organizational competence that contributes to strengthening its relationship with the customer, especially when it urges its employees to make more efforts to obtain new customers, deepen relations with them, and train them on that, in light of the limited time and resources needed, and the provision of expertise And the marketing resources that push the authority towards success in managing customer relations in a manner that satisfies all parties related to its tourism services.
5. It is evident that the Antiquities and Heritage and Tourism Sites Authority affiliated to it is based on the customer's knowledge management to improve its relations with them, especially by helping its customers to anticipate the type and quality of the tourism product, through continuous communication channels, to reach an acceptable understanding of the needs of its permanent and main customers.
6. The Heritage and Antiquities Authority and its affiliate tourism sites have shown interest in the economic aspect and in a way that contributes to tourism development, in light of its application of economic sustainability standards that develop the economic return for its individuals, customers and society, as well as allocating part of this revenue in developing its tourism products and giving it priority of superiority On the expectations of her customers.
7. The Heritage and Antiquities Authority and its tourism sites focus on the social dimension when it aims to promote tourism development, especially through its application of legal standards and legislation issued by the government in the field of protecting heritage and archaeological buildings and sites, as well as taking into consideration the results of possible errors due to the limited commitment of its members to standards Tourism work, and resorting to continuous substantial improvements that support economic indicators, in a way that brings social benefits to the various classes of society.
8. The Antiquities and Heritage and Tourism Sites Authority affiliated to it shows a remarkable interest in the environmental dimension, by adopting the necessary standards that limit pollution to the environment of archaeological and heritage sites, and it sets an awareness policy that takes into account the environmental conditions in all aspects of the sites, in addition to raising the level of control aspects of the environment, and preserving On the cultural and architectural heritage that contributes to improving tourism development.
9. The Antiquities, Heritage and Tourism Sites Authority affiliated with it employs the Customer Relationship Department in promoting tourism development in a prominent and noticeable way, particularly through its adoption of organizational competence, focus on key customers, and limited reliance on customer knowledge management in this relationship.
10. The Antiquities and Heritage Authority relies on employing the Customer Relationship Management to improve the level of tourism development of its concern, particularly through adopting organizational efficiency, orientation towards the market, focusing on its customers mainly and adopting customer knowledge management.

**Second: Recommendations:**

1. The need for additional attention from the Antiquities and Heritage and Tourism Sites Authority affiliated to it in focusing on the main customers, because of its significant contribution to improving customer relationship management practices through:
  - A. Providing tourism products that suit the renewed needs and tastes of the customer, to gain their loyalty.
  - B. Open the door for discussion and accept criticism and suggestions about the type of services, the quality of services, and the time to meet them.
2. The Antiquities and Heritage and Tourism Sites Authority affiliated to it should pay more attention to its organizational efficiency, given its significant role in improving customer relationship management practices, through:
  - A. Determining the authority's resources (time, human, material, informational, technological, knowledge) and directing them precisely to the agency's objectives in managing the customer's relationship.

- B. Paying attention to the work force with experience, skill and competence in the field of dealing with the Authority's customers and investing them in achieving the Authority's goals and succeeding in the tourism business sector.
- C. Defining the vision and goals of the authority and the heritage and archaeological sites, making them clear and announced to all of its members, and employing them as a standard of performance, to be referred to regularly to identify the customer service provision gap, and as a basic rule for honoring and motivating them.
3. The need for additional attention by the Heritage and Antiquities Authority and its affiliated sites to the Customer Knowledge Department, in light of its contribution to strengthening customer relationship management through the following mechanisms:
  - a. Openness and understanding of the behavior of the main customer and familiarity with his needs, working to meet them and providing new tourism products that satisfy him and earn the authority loyalty to it.
  - B. Providing communication channels between the client and the authority, such as social media pages, and a suggestion box, and delivering them to the decision-maker with transparency.
  - C. Paying attention to the Public Relations Department and supporting it with a system and programs for archiving and documenting requests, the time to answer them, and the degree of acceptability of the tourism product by the customer.
4. The Antiquities, Heritage and Tourism Sites Authority shall make additional efforts to upgrade the economic dimension, especially when trying to achieve tourism development, through the following:
  - A. Allocating part of the revenues in developing current services, as well as renewing and changing services that mimic the experiences of other countries with long repercussions in the field of investing in heritage and archaeological sites, and granting opportunities to tourism and investment projects that contribute to diversifying income for the authority, individuals and society.
  - B. Reconsidering the evaluation of the authority's business portfolio, linking the research, development and tourism marketing departments with the customer relations department, and introducing an information system that continuously feeds the aforementioned departments and contributes to making decisions related to the future of the authority.
  - C. Continuous openness with universities, colleges, institutes, and environmentally oriented organizations, as well as establishing a strategic partnership with them, that contribute to the development of the authority's policies and programs.
5. 6. The social dimension gave more attention to the Antiquities, Heritage and Tourism Sites Authority, as it is the main axis of tourism development, and a means of linking social relations between the various regions of Iraq, and the countries with interest in the heritage and archaeological sites in Iraq through:
  - a. Reassessing the outputs of its members after each task entrusted to them, and they did not achieve satisfaction through it, in order to direct them to the right direction from a development perspective for individuals and the organization, as well as making continuous fundamental improvements that help it achieve economic goals.
  - B. Encouraging its members to share knowledge, exchange skills and ideas, and support them with a financial and moral reward program.
  - C. Maintaining the authority's reputation, by drawing a mental image with the customer and society by adopting social responsibility strategies and providing high-quality and innovative tourism products.
  - D. Voluntary commitment to legal standards, legislation and regulations issued by the government related to social standards, and interaction with all cultural spectrums and ages.
6. The Authority's commitment to the environmental dimension as an option that leads it to achieve tourism development through:
  - A. Spreading awareness among its individuals, customers and society of the importance of preserving the cultural, civilizational and architectural heritage.
  - B. Activating awareness-raising policies that reinforce compliance with the environmental conditions of archaeological and heritage sites and ways to preserve them from intentional damage.
  - C. Adherence to the standards of preserving the tourism environment (archaeological, heritage), supporting it with standards that limit pollution, and monitoring compliance with the conditions and regulations pertaining to each of its sites and according to its specificity.
  - D. Employing environmentally friendly modern technology methods to reduce negative influences and improve service quality.

**References:**

- 1- Kim Osborne, et. al., 2018, Tourism and the Sustainable Development Goals Good Practices in the Americas, World Tourism Organization (Unwto). First Published.
- 2- Robert W. Palmartier & Shriahari Sridhar, (2017), Marketing Strategy , Based on First Principles and Data Analytics, 1st published by Palgrave.
- 3- Buttle, Francis, 2005, Customer Relationship Management, Elsevier, first edition. d'imagerie mentale : validation d'une relation, cahier de recherche
- 4- Cherapanukorn, V., (2017), Development of eCRM Success: A Case Study of Hotel Industry. International Journal of Trade, Economics and Finance, 8(2), P-P 90-95.
- 5- Dwyer, L.; Edwards, D. Sustainable Tourism Planning. In Understanding the Sustainable Development of Tourism; Liburd, J.J., Edwards, D., Eds.; Goodfellow Publishers: Woodeaton, UK, 2010; pp. 19–44, ISBN 978-1-906884-13-0.
- 6- Feilden, Bernard M., 1998, Management Guidelines for World Cultural Heritage Sites, ICCROM, Rome.
- 7- Font, X.; Tapper, R.; Cochrane, J. Competitive Strategy in a Global Industry: Tourism. Handb.
- 8- Fossati, A.; Panella, G. Tourism and Sustainable Economic Development; Kluwer Academic Publishers: New York, NY, USA, 2000; ISBN 978-1-4613-6940-0.
- 9- Kršlak, S. Šehić, & Ljevo, N. (2021). Organizational Creativity in the Function of Improving the Competitive Advantage of Tourism Companies in Bosnia and Herzegovina. Journal of Advanced Research in Economics and Administrative Sciences, 2(1), 81-91. <https://doi.org/10.47631/jareas.v2i1.215>
- 10- Kim Osborne, et. al., 2018, Tourism and the Sustainable Development Goals Good Practices in the Americas, World Tourism Organization (Unwto). First Published.
- 11- Kisi, Nermin, 2019, A Strategic Approach To Sustainable Tourism Development Using The A'wot Hybrid Method: A Case Study Of Zonguldak, Turkey, Journal Sustainability, 11, 964, Pp 1-19.
- 12- Kreag, G., 1988, The Impact Of Tourism. University Of Minnesota.
- 13- Middleton V.C., Hawkins R., 1998, Sustainable Tourism: A Marketing Perspective. Oxford: Butterworth-Heinemann.
- 14- Robert W. Palmartier & Shriahari Sridhar, (2017), Marketing Strategy , Based on First Principles and Data Analytics, 1st published by Palgrave.
- 15- Salah, Marwa & Abou-Shouk, Mohamed A., 2019, The effect of customer relationship management practices on airline customer loyalty, Journal of Tourism, Heritage & Services Marketing, Vol. 5, No. 2, pp. 11-19.
- 16- Schweinsberg, Stephen, 2009, Sustainable Tourism Development and Rural Community Values in Australia's Forest Regions, PhD thesis, University of Technology, Sydney, Australia.
- 17- Soliman, Hisham Saed, 2011, Customer Relationship Management and Its Relation to Marketing Performance, International Journal of Business and Social Science, Vol.(2), No.(10), PP:166-184.
- 18- Tubb, Katherine, 2003, An Evaluation of the Effectiveness of Interpretation within Dartmoor National Park in Reaching the Goals of Sustainable Tourism Development, Journal of Sustainable Tourism, 11(6):476-498.
- 19- UNEP/WTO. Making Tourism More Sustainable: A Guide for Policy Makers; United Nations Environment Programme/World Tourism Organisation: Paris, France; Madrid, Spain.
- 20- Wali, A., & Wright, L., (2016), Customer relationship management and service quality: Influences in higher education. Journal of Customer Behavior, 15(1), 67–79.
- 21- Wheelen, Thomas L., Hunger, J. David, 2004, Strategic Management and Business Policy Toward Global Sustainability, Pearson Education, Inc., New Jersey.