



Strategic Marketing Planning: A Tool for Organizational Performance in the Nigerian Hospitality Industry

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Abstract

The hospitality industry has contributed significantly to the economy of developing countries like Nigeria. Nevertheless, they still have problems with how to satisfy their customers through high-quality service delivery. This has led to finding several ways of strategizing to outperform competitors in the business. One of the most significant step a firm can take to accomplish business goals and achieve long-term growth and success is a strategic marketing plan, but unfortunately, it is still often ignored. Therefore, the study examined the effects of strategic marketing planning on the performance of the Nigerian hospitality industry. The study objectives were to: (i) determine the gap between customers expectation and the actual satisfaction derived from the services of the selected hotels, and (ii) examine the effects of strategic marketing planning on organizational performance in some selected Nigerian hotels. The study employed a survey design. It is also, comprised of the top ten 5-star hotels in Lagos, Nigeria, and their respective infinite number of customers as its population. Convenience and random sampling were used in selecting five 5-star hotels and 384 structured questionnaires. that were arrived at using the Cochran formula for sample size determination from a large population, were administered for data collection. Multiple regression and gap analysis were used in analyzing the data. Hypotheses were tested at the 0.05 significance level. The outcome of the study reveals that strategic marketing planning has a significant effect on organizational performance. The study concluded that strategic marketing planning influences the success of a hotel business since it contributes to customer satisfaction and consequently, organizational performance. The study, therefore, recommended that strategic marketing planning should be implemented effectively to achieve its complete aids in the hospitality industry.

Keywords: Customer Satisfaction, Hospitality Industry, Organizational Performance, Service Quality, Strategic Marketing Planning

JEL Classification: M3

Paper Classification: Research Paper

Introduction

The rate at which the universal economy is growing has increased the reason for spotting what could aid sustainable performance in an organization. The quest for such influence is no longer limited to only goods but has extended to services (Mutindi, Namusonge, & Obwogi, 2013). Growth in the service sector and increasing need to meet or even exceed customer satisfaction and loyalty; globalization of markets and increased global competition; acceleration in the development of first-hand information and communication technologies; growing importance of improved harmonization and productivity of the interface and marketing programs in the business sectors have all called for serious strategic marketing planning. The hospitality industry is now looking out for ways of outperforming its competitors in the business as a result of a change in a business environment and customers' taste.

Therefore, innovative and better demands on strategic planning systems are required as a result of fluctuations in the business environment. According to (Jehad & Adel, 2013) there are numerous useful planning schemes hotels can use to handle variation and they develop to manage the unceasingly fluctuating milieu. Through strategic plans, hotels can interconnect their goals, tactics, and operative responsibilities to shareholders (Galbreath, 2010). The realization of the set goals and objectives which may be profitability, expansion, growth, employees' satisfaction, stakeholders' satisfaction, etc., determines the existence of any business organization. Successful organizations bank on strategic planning, organization's management, creating value through implementation and control. A hotel which is a sub-sector of the hospitality industry attains sustainable competitive benefit when a reasonable sum of customers values its services better than that of a competitor and when the reason for this predilection is sturdy. The procedures of strategic planning might generate worth, by greatly satisfying customers' need and bringing benefits to them (Camileri, 2018). Therefore, organizations must take cross-functional and strategic decisions on their marketing actions so that they will not solitarily generate active customer satisfaction but similarly, help in growing effectiveness of organizational performance.

(Mukulu, Nteete, & Nasusonge, 2012) suggest that it is very essential to measure performance in an organization to ensure constant improvement and also, to determine if objectives are been attained or not. The old-styles of managing are no longer suitable in awarding hotels a sustainable competitive advantage and technology becomes outdated within the shortest period, thereby, bringing a novel challenge to hotel subdivision managers to assess what impacts performance in their industry.

However, the hospitality industry in Nigeria is seriously underdeveloped when compared with the developed countries in North America and Europe in terms of quality of service, facilities, etc.; what makes up the hospitality industry in the developed world is far different from what it is in Nigeria. The 5-star hotels in Nigeria are far below standard compared to that of the developed nations, and quality most often could be considered as the most powerful factor in achieving customer satisfaction. Nevertheless, the adoption of strategic marketing planning could help in improving service quality, facilities, etc. thereby, enabling Nigerian hotel to be able to compete with that of the developed country since strategic marketing planning cares for the overall organizational planning activities and if properly embraced, it could enhance better performance.

Again, (Odua, 2013) opined that the hospitality industry is rapidly changing due to acceleration in information technology, and as a result of these changes, Strategic Marketing planning (SMP) becomes imperative (Ajagbe, Solomon, & Choi, 2011). Most organizations have discovered that new technology is bringing about new product from competitors from both inside and outside the country, thereby causing some form of changes in the taste and lifestyle of customers which

likewise has a great effect on patronage and organizational performance; but the only way organization can remain in the market is by getting to know their area of strength, weakness, opportunity, and threat through the help of a proper and effective Strategic Marketing Planning.

More so, there is no organization either small or big that can do without organizational planning because it is more or less the only way by which limited resources can be utilized efficiently and effectively to meet societal needs and wants. (Ajagbe, Solomon, & Choi, 2011). Since organizations are always looking for how to obtain, maintain and upsurge business, because of the increase in the cost of losing customers; it is necessary for service organizations such as hotels to put in place competitive marketing strategies through effective Strategic Marketing Planning to enable them to face competition and thus retain customers.

Marketers have also realized that institutionalizing strategic marketing planning has become unavoidable for organizations to be able to evade the looming threats that were experienced in the market and economic situations in the previous two decades, whether in service or manufacturing industry (Olujide & Aremu, 2009). (Aremu, Gbadeyan, & Aremu, Environmental Factors and Strategic Marketing Planning in the Nigerian Insurance Industry, 2016) opine that in this marketing era, organizations search for means of maximizing revenues to stakeholders through generating a competitive advantage in recognizing, providing, communicating, and bringing value to customers, and in the course developing long term communally satisfying relations with those customers. Therefore, before any organization will be able to maximize returns to shareholders through the various strategies, proper strategic marketing planning must have been put in place.

However the problem of how well the organizations in Nigeria especially the hotel sector adopts and implements strategic marketing planning idea now brought up the idea of this study, coupled with the fact that not all organization know the importance of measuring their performance especially through their level of customer satisfaction compared to those in the developed world. More so, there is no much work done in this area in Nigeria, as many of the work done in this area are from the developed world with most of them financially measuring performance and not in the non-financial aspect.

Therefore, this study is designed to bridge the above gap by assessing strategic marketing planning as a tool for organizational performance in Nigerian Hospitality Industry.

Objectives

The study's overall objective examines the effect of strategic marketing planning on customer satisfaction while the precise objectives are to:

- (i) determine the gap that exists between the expected and actual satisfaction derived by customers in the selected 5-star hotels; and
- (ii) examine the effect of strategic marketing planning on organizational performance in the selected 5-star hotels.

Literature Review

Strategic marketing planning is an action that is logically sequenced which leads to the formation of marketing objectives, plans for achieving the objectives, and ascertaining the standards for measuring marketing achievement. The main focus of strategic marketing planning is to distinguish the firm from competitors by satisfying customer needs in an improved manner

via relative strengths. It is also a way of identifying and creating a sustainable competitive advantage. The goal of Strategic marketing planning is the identification and creation of competitive advantage, it is a logical order that comprises a sequence of actions that leads to the establishment of goals and formulating marketing policies and tactics to attain objectives that have economic effects (Violeta, 2012)

According to (Perreault, Cannon, & McCarthy, 2008) strategic marketing planning implies searching for profitable opportunities and evolving lucrative strategies that stipulate a target and connected marketing mix. (Kotler & Keller, 2009) and (Armstrong & Kotler, 2011) noted that a strategic marketing plan encompasses specifying the target markets and the propositional value that will be offered as a result of the superlative market opportunities analysis. A marketing plan is a dominant tool used in the direction and coordination of marketing exertion of an organization and its content comprises laying out the current situation, setting objectives, strategies, action program, budgets, implementation, and control.

Phases involved in Implementing Strategic Marketing Planning (SMP); the four major steps in the implementation of strategic marketing planning include: Conducting a situation analysis; Determining the marketing objectives; Selecting target market and measuring market requirements, Designing Strategic Marketing Mix.

Situation Analysis

It is the key part of strategic marketing planning; analyzing the current and previous state of a company has become advantageous for future Strategic Marketing Planning development. Situation analysis refers to the marketing programs assessment that was existing in the firm before, the placement of the program presently, and its future state. It is an area in Strategic Marketing Planning which gives evidence on the present situation of a company and the goods or services delivered. It comprises of product situation analysis which provides knowledge about the gain, prices, superiority and the revenue of the product; analyzing market situation reveals the scope, development, degree, besides, features of the market; competitive situation analysis is a kind of assessment that helps to identify and compare the key competitors in terms of scope, aims, size of the market, quality of products, market strategies and additional necessary features in grasping their discoveries and character; distribution analysis shows the information on the scope, form, and benefit of each supply channel, for instance, a channel, dual networks or zero networks; and analyzing the microenvironmental situation which involves demographical, economic, technological, political, socio-cultural and socio-technical.

Market Objectives

This is a very important part of strategic marketing planning; it is required to enable everyone to be familiar with the precise requirement. It is recognized as the process which declares precisely the way a firm's goals will be attained. Objectives are solid and precise in divergence to universal goals; it makes goal operative; it is primarily measurable in the description, quantifiable, and can be compared.

Target Market

It is an equitably standardized group of patrons that an organization desires to appeal to. It is a way of carefully chosen certain segments as a center for the precise marketing effort. It empowers the organization to choose its extent of segmentation while forecasting turnover volume among the targeted group.

Marketing Mix

They are variables that can be controlled or variables that firms combine in satisfying their focused group. It consists of place, price, product, and promotion. How the elements in the marketing mix are been designed and executed makes up the greater part of the firm's marketing activities. Consumers are not included in the marketing mix; Products, primarily deal with evolving the precise goods for the right group which might include tangible goods, service, or a combination of the two. The place is the channel to which the right product is made available to reach the target market place. A product is of no use for the customer if it is not obtainable where and when it is needed. Promotion deals directly with the various means by which consumers are been influenced to purchase the product of the organization, it comprises personal selling, selling in mass, and sales promotion, which is the duty of the manager in charge of marketing. Price is a tagged amount on a particular product. It is the conclusion on the accurate price, putting into account, the type of competition in the market. Similarly, customer response to probable prices needs to be evaluated. Lastly, they need to be aware of the existing ways to markups, markdowns, and further agreement of sales (Olujide & Aremu, 2009).

Customer Satisfaction

The main influences of performance in an organization are the value of a product (good or service) and customer satisfaction. Customer satisfaction can be seen as customers' feeling or judgment towards the goods or services, they have consumed (Jamal & Nasir, 2003). It can connote different meanings amongst respondents. It could comprise such features as time of delivery, price uniformity, expertise, or even, mere response to customer's needs.

Service Quality

Different authors have a different interpretation of the term "quality" for instance, (Parasuraman, Zeithaml, & Berry, 1994), defines quality as production without any defect, while (Crosby, 1979) interprets it as conformance to customers' needs. Quality, from the customer's viewpoint, could be understood as the value perceived on the root of the consumer's verdict concerning the total quality (Zeithaml, 1988). These findings propose a linkage between quality in connection with customer satisfaction, or in another way, that quality degree is ascertained by the level of customer satisfaction. When service quality increases, customer's satisfaction level also increases (Zameer, Tara, Kausar, & Mohsin, 2015). This satisfaction can be achieved only in the case that the perceived performance meets the customers' need or it exceeds customer expectation. If the case is not that then the customers are not satisfied (Jeong, Cha, & Jang, 2016). As a result, negative word of mouth is spread by dissatisfied customers (Oh H & Kim K, 2017); but a satisfied customer usually patronizes more. In addition to more patronage, they also help in networking by sharing their experiences with potential consumers (Hague & Hague, 2016). (Akroush & Hani H. Al-Dmour, 2006) refers to service quality as the outcome of customer's judgment about their feelings concerning the service offered by firms, and what they feel about the performance of the services provider. Service quality represents the outcome of customers' evaluation between what they expected from a firm's service and what they perceived. The expectation of customers therefore now becomes a basis by which service quality is being appraised since, if performance exceeds what is expected, then, quality is high and vice versa. The ongoing discussion however leads to the derivation of the first hypothesis which states that there is no significant gap between customers expected and actual satisfaction in the selected hotels.

Service quality is considered to be a strategic component of marketing plan by all organizations that operate within the service sector and a higher level of customer satisfaction and maintenance

of continuous competitive advantage can be reached by the organizations via service quality. It is the act of satisfying needs, desires, requests, or expectations. Customers make a comparison between what is expected of service and what they got. However, the actual asset of an organization that guarantees long-term profitability even in this competitive era is a satisfied customer.

Hotels Classification Systems

The development in tourism and the availability of information and technology for people has called for the necessity for hotel classification systems. Easier access to information and broader exposure to services and products empowers tourists to have a particular expectation in choosing the type of hotel to stay in while they are away. The classification system of hotels helps travelers to choose a hotel that meets with their least standards of accommodation, facilities, and service. Although no general classification rating exists, there are systems range that is widely accepted and in use by the large parts of the world. Criteria that consider features like hotel size by the number of rooms, facilities available, convenience or amenities, the quality of services offered including food and beverages are majorly the basis for a hotel classification system. Several cryptograms and letters, with the star rating which are more common, generally describe ratings (Gee, 1994).

Description of a Five-star ***** hotels

Five-star hotels are known with the finest in luxury, facilities, positions, satisfactory dining, and outstanding comfort including coziness. Their general offering includes open golf courses for special guests, luxury spa facilities on location, fitness center and gym services, tennis courts, and numerous different-purpose pools, concierge amenities with comprehensive hotel services. The hotel is known for all-round high quality; the rooms, lobbies and other facilities with professional staff that provides very high service quality and 24hours services particularly for room services. They also have outstanding commercial hubs and services for meeting in the bigger assets (Homepage of Area Travel Inc, 2010). Examples of 5-star hotels in Lagos include Intercontinental hotel, Radisson blu anchorage hotel, Lagos oriental, Eko hotel, etc.

Star ratings in hotels are general indicators of quality and should only be viewed as a comprehensive procedure in the general determination of superior services, and the ratings of customer satisfaction, must not be seamlessly accurate. The meaning of a five-star hotel for instance may differ in diverse countries because of the different criteria and the parameters been used. (Gee, 1994)

Theoretical Review

SERVQUAL Model

Product quality is much easier to measure than service quality as a result of the peculiarity in their features like intangibility, inseparability, heterogeneity, and perish-ability. Therefore, as a result of the growth in the service sector in the previous decades, a lot of researchers now see the necessity of developing ways of measuring service quality of which SERVQUAL model which has its root on the determinants of what service quality is perceived to be commonly used (Parasuraman, Zeithaml, & Berry, 1994) and others include: the SERVPERF that (Cronin & Taylor 1992) postulated and the CARTER developed by (Othman & Owen, 2001). However, this study adopts the SERVQUAL model in examining the effect of strategic marketing planning in the

area of service quality on customer satisfaction (as an organizational non-financial performance variable) in the Nigerian Hotel Industry; which also leads to the formation of the hypothesis which states that there is no significant impact of strategic marketing planning on organizational performance.

Servqual model is used in measuring the variation between what customers expect as the overall quality of a particular cluster of service providers and customers' feelings of the actual performance that the same group provided. A set of service quality determinants for gaps between expected service and actual service are employed discretely for five fundamental dimensions (Tangibility, Reliability, Responsiveness, Assurance, and Empathy). Researchers have made use of this model as a source of carrying out investigations to measure customer satisfaction in different service sectors.

Tangibles include the physical facilities that can be seen in the organization which includes the equipment used in the organization, the building itself, and even personnel appearance; Reliability is the capability to achieve the services promised consistently and correctly; Responsiveness is the readiness to assist customers and deliver speedy service to satisfy customers; Assurance includes capability, courteousness, credibility, and safety. It is also the acquaintance and politeness of the staff and their capability to inspire conviction and self-assurance; while Empathy includes access, communication, and being considerate to customers. It is the kind and personalized attention been delivered to customers by the organization.

Organizational Performance

Organizational performance remains an imperative issue with great interest in the field of management research. It is a guide that portrays the overall organizational performance (Gavrea, Ilies, & Stegorean, 2011). The performance of an organization serves as a pointer or standard on how effective and efficient resources are being managed like the reduction of waste, productivity and so on; and how responsive the organization is to her environmental responsibility in the terms of adherence to law and order (Al-Obthani & Ameen, 2019b) & (Ameen, Alfalasi, Gazem, & Isaac, 2020).

Performance measurement is a procedure used in monitoring a vital part of an organization's program systems, and care processes. An organization collects data to show how its processes are working and uses that information as a drive for decision making after some time. Performance is normally measured and compared to organizational goals and objectives. The information gotten from the result of performance measurement enables the organization to know how its current programs are functioning and how the allocation of resources can be done to enhance the efficiencies and effectiveness of the programs. In order words, performance measurement will really help the hotel industry to know if their strategic marketing planning is really working or not, and reveal the area that is perfectly okay and the area that needs more attention so that the full benefit of strategic marketing planning can be enjoyed. There are two major forms of performance: financial and non-financial performance.

Therefore, this study looked at performance in the non-financial aspect, specifically in the area of customer satisfaction to assess strategic marketing planning as a tool for performance in the Nigerian hotel industry; and service quality was used as the variable for measuring strategic marketing planning.

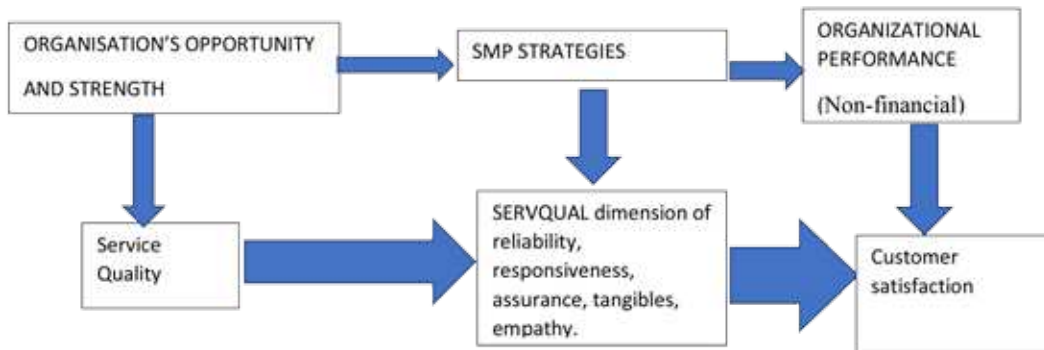
Empirical Review

(Hosseini & Naser, 2015) examines the impact of strategic marketing planning and marketing networking on SMEs’ performance. The sample size of the study was 126 SMEs in Iran. The study employed an artificial neural network and discovered that performance is been positively influenced by strategic marketing planning and marketing networking. It further indicated that there is benefit in using a neural network to analyze the nonlinear relationship and ascertaining the concurrent effect and how important strategic marketing planning and marketing networking is to SMEs’

(Aremu, Gbadayan, & Aremu, Environmental Factors and Strategic Marketing Planning in the Nigerian Insurance Industry, 2016) examined the relationship between environmental factors and strategic marketing planning in some selected Nigerian Insurance Company. The study employed both primary and secondary data, also used a purposeful sampling technique to select 60 top and middle-level managers as its respondents. The study used frequency distribution and regression analysis in analyzing the data and concludes that a significant relationship exists between environmental factors and strategic marketing planning among the selected insurance company. The result of the study further shows employee satisfaction is negatively related to environmental factors meaning this area of strategic marketing planning still needs serious attention.

(Donkor, Donkor, & Kwartong, 2018) discovered that when strategic planning methodology is frequently applied, it will greatly affect the performance of SME in Ghana. The study also, established a significant positive relationship of market dynamism with firm performance, though without a significant effect. The quantitative research method was employed with 200 SMEs both manufacturing and service firms in Ghana as the sample size. Hierarchical multiple regression was used in testing the hypotheses.

Conceptual Framework for the Study



Source: Author’s Framework

Model Specification

Hypothesis 1 (H₀₁): There is no significant effect of strategic marketing planning on organizational performance.

$$CS_i = \beta_0 + \beta_1 REL_i + \beta_2 ASS_i + \beta_3 TAN_i + \beta_4 EMP_i + \beta_5 RES_i + \mu_i \dots\dots\dots(1)$$

CS = Customers’ Satisfaction

REL = Reliability

ASS = Assurance

TAN = Tangibles

EMP = Empathy

RES = Responsiveness

μ = the stochastic error term of the model

β_0 = the constant term and intercept of the model

β_1 - β_5 = the coefficient values of Reliability, Assurance, Tangibles, Empathy, and Responsiveness respectively.

The subscript i in the model indicates that all variables are observed over individuals.

Methodology

The survey design method was adopted by this study to enhance a comprehensive understanding of the active variables in the research work because the qualitative research design helps to report the situation exactly the way it is. To attain this study objective, information was gathered from the selected respondents via questionnaire.

The target population of the study comprises the top ten 5-star hotels in Lagos. Hotels rating 5-star were chosen because they are the ones that recognize the importance of using strategic marketing planning to carry out their daily operations. Lagos was selected out of all the cities in Nigeria because Lagos was the former capital of Nigeria and the center where major economic activities are being carried out which will definitely show an intense demand for hotel services, it is the most frequently visited city in Nigeria and even Africa at large and known to be one of the most developed, biggest and fast-growing cities in Nigeria. More so, it is very close to local and international Airports, services centers, etc. which has made it a business tourist center making almost all the industries have their head office or headquarters in Lagos.

Also, since the population of customers for the selected hotels is infinite, Cochran (1977) formula of determining a large population sample size was employed in calculating the sample size. The formula is shown below;

$$n_0 = \frac{Z^2 pq}{e^2}$$

Given:

n_0 = sample size,

Z = value of the normal curve that cuts off an area α at the tails ($1 - \alpha$ equals the desired confidence level, e.g., 95 percent),

e = the desired level of precision,

p = the estimated proportion of an attribute that is present in the population, and

$q = 1-p$.

Therefore, the customer's sample size for the study at 95 per cent confidence level and 1 per cent precision is symbolized by; $Z = 1.96$, $p = 0.5$ (maximum variability assumed since actual variability in the proportion is not known), $q = 0.5$. $e = 0.05$.

$$\begin{aligned} \text{Therefore, the sample size for the customers become } n_o &= \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} \\ &= \frac{3.8416(0.25)}{0.0025} = \frac{0.9604}{0.0025} \\ &= 384 \text{ respondents (customers)} \end{aligned}$$

Data were collected from the selected respondents using a questionnaire that was self-designed in collaboration with four other (trained) assistants in the administration and retrieval of the questionnaire in order to get a high and quick response from respondents and to be able to tackle any form of problem that may arise in the process of administration, filing and retrieval of the questionnaire. A self-designed questionnaire with items rated on a 7-point Likert scale of agreement extending from extremely agree to extremely disagree, and intensity ranging from very high extent – no opinion was used in generating data relating to service quality (a determinant factor) and customer satisfaction.

Content validity was employed to validate this study. Cronbach's Alpha coefficients of reliability with (0.70) as the benchmark; as recommended by (Nunnally, 1978) was calculated to ensure the reliability of the result after a pilot survey.

However, given the nature of the study, the methodology employed is very suitable because it is only the customers that have experienced a particular organization or firm's service that will really be able to stand their ground to defend the quality of that service especially when it comes to the hospitality industry. This is why the methodology employed has to be the survey type to be able to get an accurate response directly from the right group of people.

The methodology employed will further broaden the societal and organizational knowledge of the importance of strategic marketing planning variables especially service quality in achieving better performance because it enables to know its major role of looking at a holistic way of a satisfying customer through one of its element (service quality) by exploring organizations area of competence.

Table 1 displays the result of Cronbach's Alpha of the determinant variables for customer satisfaction. It reveals the Cronbach's Alpha results of Reliability, Assurance, Tangibles, Empathy, and Responsiveness to be 0.717, 0.723, 0.781, 0.740, and 0.765 respectively are within the acceptable region for the internal consistency. This implies that the determinant variables are strong enough for determining customer satisfaction.

Table 1: Service Quality Cronbach's Alpha

S/N	DIMENSIONS	NUMBER OF ITEMS	CRONBACH'S ALPHA	INTERNAL CONSISTENCY
1.	Reliability	4	0.717	Acceptable
2.	Assurance	5	0.723	Acceptable
3.	Tangibles	6	0.781	Acceptable
4.	Empathy	5	0.740	Acceptable
5.	Responsiveness	5	0.765	Acceptable

Source: Author's computation

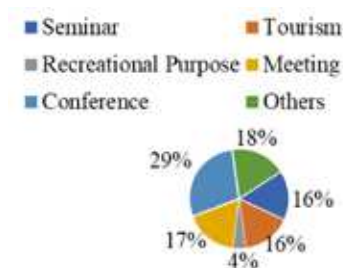
Data Analysis, Interpretation, and Discussion of Result

Descriptive Analysis

Demographic Analysis for the Hotel Customers: Reasons for Visiting Hotel and Customers' Satisfaction

Figure 1 shows the distribution of hotel customers' purpose for visiting the hotel. It shows that 16 percent of customers who visit hotels do so for seminar, 16 percent visit hotels for tourism, and 4 percent of hotel customers visit hotels for recreational purpose, 17 percent visit hotels for meetings while the majority, 29 percent visit hotels to attend conferences, and 18 percent of hotel customers visit hotels for other purposes not listed above. This implies that conference attendees are the most people that visit the hotel; which could be a result of wanting a serene environment that will encourage concentration.

Figure 4.1: Distribution of Hotel Customers by Purpose of Visiting Hotel



Source: Author's Computation

Table 2 presents the mean score of customers' satisfaction with hotel services by reason for visiting the hotel. The finding reveals that customers are dissatisfied with the services delivered by hotels as all the mean scores appear negative. This indicates that actual customers' satisfaction is significantly less than the expected customers' satisfaction. This is in agreement with the Gap Analysis result presented in Table 3. Although it is observed that customers are dissatisfied with hotel services, the level of dissatisfaction varies across the purpose of buying hotel services. As presented in table 2, customers who visit hotels for a seminar are mostly dissatisfied as seminar has the highest negative mean score. Customers who visit hotels for a meeting are more dissatisfied than those who visit a hotel for recreational purposes, who in turn are more dissatisfied than those who visit hotels for conferences and tourism. This implies that hotels in Nigeria still have a long way to go to take their customers to a reasonable level of satisfaction since all that buys hotel facilities have one reason or the other to be dissatisfied.

Table 2: Mean Score of Customers' Satisfaction by Purpose of Visiting Hotel

Reason for visiting Hotel	Mean	Std. Deviation
Seminar	-0.64	0.48
Tourism	-0.04	0.42
Recreational Purpose	-0.43	0.51
Meeting	-0.48	0.50
Conference	-0.33	0.51

Source: Author's Computation

Test of Hypothesis

Objective I: To determine the gap that exists between expected and actual satisfaction derived by the customer.

Table 3 presents a pre-regression test of the difference between customers' actual and expected satisfaction of hotel services. The students' t-test was used to test the hypothesis which states that a significant difference does not exist between customers' expected satisfaction and the actual satisfaction in the hotel. The result shows the difference between expected and actual satisfaction to be -0.424069, implying that the satisfaction customers expected exceed the satisfaction they derived or enjoyed from the hotels which means the service quality of the hotels is low. To test if this difference is actually significant, the students' t-test was employed. The t-value reported is -9.9932 with a probability value of 0.0000 which implies the rejection of the null hypothesis and therefore, concluding that a significant difference exists between customers expected and actual satisfaction. In other words, customers' expected satisfaction is significantly greater than their actual satisfaction.

Table 3: Gap Analysis – Gap Scores of Customers' Satisfaction

Expectations (E)	Actual (A)	Gap Scores (A-E)	t-value	Prob. (t)
6.653295	6.229226	-0.424069	-9.9932	0.0000

Source: Author's Computation

Objective II: To examine the effect of strategic marketing planning on organizational performance in the selected Nigerian hotel industry

Table 4 presents the model summary of the effect of strategic marketing planning on customers' satisfaction. The table shows R-square and adjusted R-square to be 0.658 and 0.649 respectively. This implies that strategic marketing planning explains about 65 percent of the variation in customers' satisfaction in the selected hotel and the remaining 35 percent are explained by other factors that are not captured in the model. Durbin-Watson statistic indicates the model is free from serial correlation as its value equals 2.13 which is approximately 2.0 and it falls within the acceptable limit of no auto-correlation that could lead to the wrong prediction of the significance level of the result.

Customers' Satisfaction and Strategic Marketing Planning in Selected Hotels

Table 4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.811 ^a	.658	.649	1.521	2.139
a. Predictors: (Constant), responsiveness, tangibles, empathy, reliability, assurance					
b. Dependent Variable: gap					

Source: Author's Computation.

Also, Table 5 presents the analysis of variance (ANOVA) for the model. F-statistic is shown with value 131.931 and probability value 0.000 indicating the reported F-statistic is significant. This implies that the model is fit.

Table 5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	63.973	5	12.795	131.931	.000 ^b
	Residual	33.264	343	.097		
	Total	97.238	348			
a. Dependent Variable: Customer satisfaction						
b. Predictors:(Constant), responsiveness, tangibles, empathy, reliability, assurance						

Source: Author's Computation.

Again Table 6 presents the coefficients of the effect of strategic marketing planning on customers' satisfaction. The result shows reliability and empathy to influence customers' satisfaction negatively, while assurance, tangibles, and responsiveness influence customers' satisfaction positively. Both the respective positive and negative effects of assurance and empathy are found to be significant while the effects of reliability, tangibles, and responsiveness are found to be insignificant. This is evident from each of their probability values (Sig.). Probability values of assurance and empathy which is (0.040 and 0.005) are less than the chosen 5 percent significance level (0.05) while those of reliability, tangibles, and responsiveness (0.593, 0.148, and 0.434) are greater than the significance level implying that reliability, tangibles, and responsiveness don't influence customer satisfaction in the selected hotels. The significant positive coefficient value of assurance (0.123) indicates that an increase in assurance increases customers' satisfaction and vice versa. In other words, improvements in assurance improves customers' satisfaction with hotel services. On the other hand, the significant negative coefficient value of empathy indicates that an increase in empathy decreases customers' satisfaction and vice versa. In other words, an attempt to improve empathy is detrimental to customers' satisfaction with hotel services. The insignificant negative coefficient of reliability indicates that even if reliability is increased in the selected hotels, it will not still influence customers' satisfaction for reasons that the hotels may need to find out and work on it. Again, the insignificant positive coefficient of tangibles shows that hotels can still work on their physical appearance (facilities, staff appearance, etc.) in a way that will drag customers' attention to influence. More so, the insignificant positive coefficient of responsiveness, implies that the selected hotels can still work on the way they attend to customers even from the very entrance of their premises to the exit region in a way that customers will be more satisfied.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.464	.072		-6.420	.000
	reliability	-.001	.002	-.030	-.536	.593
	assurance	.012	.006	.123	2.065	.040
	tangibles	.004	.003	.084	1.448	.148
	empathy	-.010	.003	-.162	-2.851	.005
	responsiveness	.004	.005	.043	.782	.434
a. Dependent Variable: Customer Satisfaction						

Source: Author's Computation.

Conclusion and Recommendations

The study concludes that strategic marketing planning significantly affects organizational performance since the overall constant value was significant at 0.000 significant level which is less than 0.05 significant level. This means that strategic marketing planning is an imperative tool for influencing customer satisfaction in any given organization especially, the service organization. Once customer satisfaction is won in an organization, there will be constant repeat purchase of that particular product or services of the organization and hence, an increase in profitability and assurance of survival for that particular organization.

Therefore, the study recommends that:

- i. The industry still needs to do much in the area of service quality since it was observed that some of the dimensions (reliability and empathy) still have an inverse relationship where some variables (tangibles and responsiveness) are not significant in the study. This means that the industry needs to pay close attention to the fact that, if it increases its reliability and empathy, customer satisfaction will reduce leading to more dissatisfaction that can make a customer switch, and hence, patronage reduces and performance drops. More so, for empathy showing an inverse relationship might be as a result of the happenings around the globe which does not give room to showing too much care and love. Also, the insignificant negative and positive coefficient of reliability, tangibles, and responsiveness implies that these areas must have probably been ignored by the hotels before now, so the hotels must take this area very serious in their strategic marketing planning process because it takes a customer whose attention is been dragged by a fascinating environment before they can think of making a trial purchase, and how a customer is been responded to from the time of entry to the time of departure in a hotel determines whether the customer will remain loyal to the hotel or not. The decision a customer makes in this case can either help in boosting performance if positive and vice versa if negative. Again, how an organization delivers what it promised consistently and accurately will determine if a customer will take them seriously in that aspect or not. It might be that the hotels understudied might not have been consistent and accurate in the delivery of the value promised, so customers are no longer moved about their promises and this can cause a gradual withdrawal of patronage for such an organization once a reliable provider is detected.
- (ii) Since the study reveals that a significant difference exists between customer expectation and the actual satisfaction derived, the selected hotels and other organizations must learn how to put customers first in anything they do since the existence of any organization is in the hands of its customers. Therefore, organizations must try as much as possible to satisfy them to be able to retain them because it will cost the organization more money to look for a new customer than to keep the already existing ones.

Limitations of the Study

This study has a great limitation of the inability to cover all the geo-political zone in Nigeria as a result of finance and safety reasons; it could only cover the South-west geopolitical zone. However, a further future study in this area can look into more coverage of the area to make it a more robust one.

Again, the sample size of the study even though acceptable can be increased to reduce the error term if not for financial and convenience purposes but a further research in this area of study can look into this aspect for an upgrade.

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