

**E-CRM dilemmas in developing markets: The case of a tourism company in Serbia**

Alexandros Kapoulas <sup>1\*</sup> and Dražen Ratkovi? <sup>2</sup>

Â

Received: 30/10/2013 Accepted: 24/04/2014

Â

<sup>1</sup>City College International Faculty of the University of Sheffield, 3 Leontos Sofou Str., 54626, Thessaloniki, Greece, Tel.: +30 2310 536544, 528450 (ext.115), Email: [akapoulas@city.academic.gr](mailto:akapoulas@city.academic.gr)

<sup>2</sup> GR liaison at CEI office in NIS Gazprom-neft, Email: [ratkovicdrazen@yahoo.com](mailto:ratkovicdrazen@yahoo.com)

\* Corresponding author

Â

**Abstract** Â

This paper explores introduction of e–Customer Relationship Management in the tourism services industry in Serbia. By using a case study methodology, this paper reflects the attitudes of top management in Serbia’s biggest tourist agency regarding e-CRM implementation, where five top managers were interviewed, starting from general director, down to regional directors. Findings indicate that managers of this particular company are divided into two groups, based mostly on their age, but also based on their educational background. In this study, key informant interviews were conducted with the General Director, Commercial Director, Marketing Director, Product and Sales Manager and Turkish and Alpine Department Manager. They were identified as the key decision makers in the process of adoption of e-CRM at the “Alpha” tour operator. Same number of interviewees was used by Kothari et al. (2007) in their study regarding the

process of adoption of an e-Procurement technology in a hotel company. As a result, most managers agreed that online customization of the arrangements, as an investment, would create only a niche market; and by niche market they mean a small market segment that is not worth spending money on.

Â

© 2015 International University College. All rights reserved

**Keywords:** e-Customer Relationship Management, tourism services, Serbia, case study

**Citation:**Â Kapoulas, A. and Ratkovi?, D. (2015). E-CRM dilemmas in developing markets: The case of a tourism company in Serbia.Â *European Journal of Tourism Research* 9, pp. 24-40

Â