
FACILITY MANAGEMENT PRACTICES AND ECONOMIC SUSTAINABILITY OF HOTELS IN YENAGOA: A MARKETING APPROACH

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ABSTRACT

Against the backdrop of the fluctuating pattern of patronage of hotels, this study sought to unveil facility management practices of hotels that facilitate economic sustainability. This study specifically explored the influence of de-marketing and synchro marketing activities on economic sustainability of hotels. The adopted a descriptive design, and tested two research hypotheses. Hotels in Bayelsa state constitute the population of study, while the accessible population is 3-star hotels in Yenagoa, the State capital. A semi structured questionnaire served as the research instrument. 50 copies of the questionnaire were administered in 25 purposively selected hotels in Yenagoa metropolis. The data collected was analyzed using descriptive statistics, while the research hypotheses were tested using ordinary linear regression and Pearson Correlation analysis at 5% level of significance. The study found that de-marketing and synchro marketing activities exert strong positive and statistically significant influence on economic sustainability of hotels. Therefore, the study conclude that de-marketing and synchro marketing activities are crucial to economic sustainability of hotels', and recommends that hoteliers should adopt facility management as a culture, and not see it as an activity to be embarked upon only when patronage is low.

Keywords: De-marketing, economic sustainability, facility management, synchro marketing

INTRODUCTION

Size and capacity of facilities are among the criteria used to access hotels. Capacity of facilities in this respect is connected to available bed spaces and halls for events. In the light of this fact, hotel owners' in a bid to compete favorably often resort to investing colossal amounts in the provision of befitting rooms and event halls. After such expenditure, the common concern to owners and managers of hotels is the effective management of its capacity. The extent to which this issue is resolved is indicative of the degree of the hotel's efficiency in facility management.

Experience has shown that hotel facilities are either over or under subscribed. The extent of subscription is a measure patronage. Sad enough, inefficient management of facilities result in idle capacity. Low occupancy rate results in revenue loses, high maintenance cost and decline in public image.

Evidence has shown that demand for hotel facilities is seasonal and fluctuate. This implies that facilities may be oversubscribed sometimes, and undersubscribed at other times. Interestingly, optimal occupancy of facilities is the aspiration of every hotelier. It is rather disheartening to hotel management to witness consistent under-subscription of facilities. Consistent under-subscription is a threat to the growth and survival of hotels. Therefore, it would be most appropriate for hotel managements to seek relevant strategies that could help them optimize their facilities. Consequently, the onus lies on the hotel management to attempt to devise strategies that would ensure the attainment of optimal occupancy.

A cursory review of extant literature reveal copious volume of research on hotel facility management practices. Agyekum et al. (2019) studied impact of facility management practices on customer satisfaction in the hotel industry. Ayodeji and Oluwatoyin (2018) examined impact of facility management on patronage of hospitality outlets in Nigeria. These studies are among several others that exist literature. However, the gap in literature this study fills, is the examination of de-marketing

practices and synchro marketing activities in managing fluctuating and seasonal demand of hotel facilities in Yenagoa, Bayelsa state. The study sought to determine the strategic options available to managers when confronted with demand beyond available capacity and strategies deployed to stimulate patronage in times of low demand.

From the foregoing, the objective of this study is to evaluate hotels facility management practices with the intent of attaining economic sustainability. The specific objectives of this study are to identify and rank the marketing activities that enable firms deploy de- marketing strategies and empower hotel managers adopt synchro marketing activities.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Concept of Economic Sustainability

To every business owner, the primary objective of firms' formation is business continuity. Business continuity refers to the ability of a business to be self- sustaining. For a business to be self- sustaining, it should be able to generate sufficient revenue from its operating activities. The truth is that for a business to be operational, it should be able to pass both the business feasibility and viability tests. In fact, the viability test gives an indication of a firm's sustainability. For a business to be sustainable, it should at the minimum exceed a break- even point in its operation.

In practice, a firm is economically sustainable when it is able to generate fund to at least cover for its operating expenses. This scenario is only possible from continuous customers' patronage or unrestricted sales. In the hospitality industry, unhindered sales arises from continuous patronage. In the case of hotels, the rate of room occupancy is indicative of economic sustainability of a hotel. Sad enough, majority of hotels now report high incidence of low rate of room occupancy. Consequently, managers are left with no option than to device strategies to cope with this prevalent situation in the business environment.

Hotel Facility Management Practices

A hotel is a commercial establishment that offers accommodations and various services to guests who are away from their usual place of residence (Okumus et al., 2017). Ewanlen and Asaolu (2021) assert that hotels are becoming home away from home to tourists and travellers. Indeed, hotels cater for travellers, tourists, businesspeople, and anyone seeking temporary lodging. These establishments provide a wide range of services and amenities to ensure that guests have a comfortable and enjoyable stay. Among other factors, the capacity of a hotel is an essential criteria in its classification. Consequently, hotels are rated according to number of available bed spaces. Arising from this, hotels in Nigeria are classified either as three, four or five stars. This means that hotels come in various sizes, styles, and levels of luxury to cater for different preferences and budgets.

Facility management capability enhances a hotel's reputation. Sometimes demand for hotel accommodation can be over stretched while in some other times, there may be idle capacity. Researchers are of the opinion that this is a major operational dilemma that hoteliers have to contend with. As a result of the seasonal and fluctuating nature of demand for hotel facilities, incidence of high or low demands are common occurrences. In light of this, marketing literature is unanimous in suggesting synchro marketing and de-marketing as appropriate strategies that hoteliers could deploy to manage incidences of irregular demand for facilities.

Synchro marketing is a strategy firms adopt to provide customers with attractive offerings during low season. The essence of this strategy is to regulate irregular demand for products. Furthermore, firms embrace synchro marketing with the intent to acquire new customers as well as sell products during off-season. Often, the commonest avenues available to firms to practice synchro marketing is in the form of discounts, free instalments, or free additional products. In fact, synchro marketing helps brands earn more revenue while selling goods that are not in high demand.

It is factual that business transactions are cyclical in nature. Reality indicates that periods of low demand requires the deployment of synchro marketing. In essence, synchro marketing strategies are intended to increase product usage while de-marketing strategies are targeted at temporarily reducing the consumption of a product. In the bid to achieve the objective of optimal capacity utilization, hotel management often adopt admixture of both strategies. It is a common practice among hotel management to engage synchro marketing strategies when the demand is low while embracing de-marketing strategies in times of excess demand. The tact to engage these strategies are largely dependent on the competence, experience and skills of the managers.

De-marketing strategies and hotels economic sustainability

A review of literature reveals several strategies firms adopt to temporarily discourage demand for its products. Kimes (1989) suggests yield management, which entails adjusting prices based on demand. Also, waiting list can be generated on the basis of guests' arrival. In fact, this method is similar to queuing. Darrow (1994) advocate that firms place customers on a waiting list when the facility is fully booked. Another strategy commonly deployed is the policy of cancellation. Indeed firms should strictly initiate and execute the policy of cancellations for no-show of customers (Kim et al., 2005).

Similarly, dynamic pricing of available rooms could be deployed to manage incidence of oversubscription. This practice entails adjusting prices higher based on changing demand and room availability (Pitt & Hinks 2001). With the advent of internet technology, advanced reservation systems could be employed. This system rely on the utilization of technology to manage reservations and monitor availability of rooms (Sigala, 2008). Other strategies include but not limited to buffer times. This connotes the addition of extra time to customers on account of unforeseen delays, interruptions or emergencies (Hanks et al., 1992).

In the same vein, provision of alternative accommodations could be practiced. This is practicable from the formation of a wholesome partnership with nearby facilities to accommodate overflow during peak times (Kimes & Wirtz, 2003). Also firms could initiate setting reservation limits. This require managers to set limits to the number of reservations during peak periods, to prevent overbooking.

Others strategies include the initiation of healthy communication with potential. This involves maintaining transparent communication with guests about overbooking situations. Another tactic that can be helpful in situations of overbooking is prioritizing the request of loyal customers. Finally, firms could embrace staff training with the objective of equipping the staff with the requisite skills and knowledge to handle overbooking situations in the spirit of professionalism and empathy. From the foregoing, this paper hypothesize that:

Ho₁: De-marketing has no significant influence on economic sustainability of hotels.

Synchro marketing strategies and hotels economic sustainability

Kotler et al. (2017) affirm that firms that embrace seasonal promotion as well as have the capacity to host special events has the potential to effectively manage under-utilized capacity. Offering limited-time promotions, themed events, or holiday packages could be helpful in this regard. Following the internet revolution, firms often deploy social media platforms for marketing purposes. Instagram, Facebook, and Twitter has are the most commonly used social media platforms in the hospitality industry (Sigala, 2018).

Ogechi and Chidimma (2021) recommend collaborations and partnerships between firms in the same industry. This strategic alliance has the capacity to boost sales especially when a partner is experiencing low patronage while others are experiencing boom. Another strategy recognized in literature is personalized marketing, which entails tailoring offers and communication based on customers' preferences and behaviors (Williams & Johnson, 2015). Similarly, online booking and order placement is another synchro marketing strategy adopted in the hospitality industry. Buhalis and Law (2008) states that online booking and order entail relying on online reservation systems and delivery services to secure accommodation.

Furthermore, Vermeulen and Seegers (2009) found that firms engage customers' feedback and periodic reviews to ascertain their demand patterns. As a result of the potentials inherent in customers' feedbacks, firms are often seen to deliberately encourage reviews while promptly responding to customers' feedback. Similarly, limited time offers are deployed by majority of hotel management. Here, hotel management provide exclusive deals for a short period to create urgency and prompt customers to visit the outlet (Simkin & Dibb, 2017).

Literature recognize loyalty programs as another effective synchro marketing strategy. This strategy entails the implementation of loyalty programs that reward and offers incentives to customers with the intent of encouraging repeat visits (Sparks, Perkins, Buckley & Crotts, 2009). In fact, there are several sundry synchro marketing strategies that are recognisable in literature. Among these strategies are local advertisement (Okumus et al., 2017), referral programs (James & Olayemi, 2019) and limited quantity offers (Tay & Ooi, 2001). In view of the foregoing, this paper hypothesize that;

Ho₂: Synchro marketing has no significant effect on economic sustainability of hotels.

Underpinning Theory: Expectancy-Disconfirmation Theory

Expectancy-Disconfirmation theory (Oliver, 1980) holds that customers evaluate their consumption experiences on the basis of their expectations. The theory suggests that customers compare a product's post consumption performance to anticipated performance levels. Thus, when actual performance exceeds expectation, customers experience positive disconfirmation, and are more likely to be satisfied and continue patronizing the facility.

Conversely, if the perceived performance falls short of expectations, negative disconfirmation occurs, leading to dissatisfaction and potential loss of patronage. The foregoing implies that customers' state of satisfaction or otherwise is determined by comparing perceived performance of a product to expectations formed prior to consumption. The major tenets espoused in this theory are expectations, perceived performance and disconfirmation. In a nutshell, Expectancy-Disconfirmation Theory suggests that satisfaction is influenced by the direction and magnitude of disconfirmation between expectations and perceived performance. Positive disconfirmation leads to greater satisfaction, while negative disconfirmation leads to dissatisfaction.

METHODOLOGY

This study adopted a descriptive research design. This choice is predicated on its suitability, and because it allow investigators generate original data. The study was conducted in Yenagoa. Yenagoa is the commercial and administrative headquarter of Bayelsa State. According to the Ministry of Commerce and Industry (2022), the hospitality sector is the third largest business in the state. The population of study consist all hotels in Bayelsa state. The accessible population are 25 three star hotels in Yenagoa metropolis. Data were collected from 2 managers (operations managers and front office managers) in each hotel.

The research instrument was a semi structured self-developed questionnaire. The questionnaire was subjected to content validity and reliability tests. Experts in test and measurement ascertained the content validity of the instrument while the split half method was employed to test the reliability of the instrument. However, the test shows a 0.762 on the Cronbach's alpha test.

The questionnaire comprise 3 parts. Part A contain hotels profile. Specifically, this section sought information about the age of hotel, facility capacity and average occupancy rate. Part B, comprise strategies for managing excess demand. Typical strategies include but not limited to yield management, waiting list, cancellation of order policies among others and Part C, consist strategies hotels adopt to boost room occupancy. Economic sustainability was measured with rate of room occupancy while facility management practices were proxies with the various activities categorized as de- marketing and synchro marketing strategies.

Respondents were required to tick 1-5 on a 5-point Likert, based on their level of agreement with items on the instrument. 50 copies of questionnaire were administered on respondents in their offices on a wait-and-get basis in the months of August and September 2023. Out of the 50 returned copies, 42 copies were properly completed. This represents about 84 % rate of return. The collated data were analysed with descriptive statistics. With the aid of SPSS 26, Ordinary linear regression analysis was employed to test the formulated hypotheses. Similarly, the Pearson correlation coefficient was used to ascertain the strength of the relationship. The test of hypotheses was done at 5% level of significance.

RESULTS AND DISCUSSION OF FINDINGS

Data Presentation

Table 1: Hotels Characteristics

Dimensions	Frequency	Percentage
Hotel Age		
1-5years	14	30.00
6-10 years	15	33.33
11-15years	7	16.66
Above 15years	8	20.00
Bed Space		
Below 50 rooms	27	66.33
51-100 rooms	9	23.33
Above 100 rooms	6	13.33
Average Annual Occupancy Rate		
20-50%	25	60.00
51-80%	13	30.00
Above 81%	4	10.00

A cursory review of the demographic profile of the hotels in Yenagoa shows that majority (33.33%) were established in the early 2020s. Closely following (30%) are hotels established between 1- 5 years ago while those between 11- 15 years old are few (16.66%). It is equally evident from Table 1 that majority(66.33%) of the hotels has less than 50 bed spaces while those with above 100 rooms are very few (13.33%). With respect to patronage as indicated by occupancy rate, majority (60%) of the hotels have annual occupancy rate of between 20- 50 % while 10% of the hotels has occupancy rate of above 81%.

Table 2: De-marketing Activities in Hotels Facility Management

Strategies	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Rank
Yield Management	2(4.8%)	12(28.6%)	6(14.3%)	17(40.5%)	5(11.9%)	2.7	8 th
Wait-listing	1(2.4%)	7 (16.7%)	19(45.2%)	10(23.8%)	5(11.9%)	2.7	8 th
Cancellation Policies	5(11.9%)	10(23.8%)	15(35.7%)	10(23.8%)	2(4.8%)	3.1	5 th
Dynamic Pricing	7(16.7%)	12(28.6%)	15(35.7%)	8(29.0%)	0(0.0%)	3.4	2 nd
Advanced Reservation Systems	6(14.2%)	9(21.4%)	8 (19.0%)	17(40.5%)	2(4.8%)	3.0	7 th
Buffer Times	2(4.8%)	3 (7.1%)	7 (16.7%)	20(47.6%)	10(23.8%)	2.2	10 th
Alternative Accommodations	8(19.0%)	13(40.0%)	10(23.8%)	7(16.7%)	4(9.5%)	3.3	3 rd
Reservation Limits	5(11.9%)	8(19.0%)	19(45.2%)	8(19.0%)	2(4.8%)	3.1	5 th
Transparent Communication	8(19.0%)	12(28.6%)	17(40.5%)	5(11.9%)	0(0.0%)	3.5	1 st
Priority for Loyal Customer	8(19.0%)	12(28.6%)	10(23.8%)	7(16.7%)	5(11.9%)	3.3	3 rd

As indicated in Table 2, respondents consider transparent communications with mean score 3.5 as the most commonly practiced de-marketing strategy in the management of excess demand for hotel facilities. Closely following is dynamic pricing strategy with mean score 3.4. Similarly, the least frequently engaged strategy is buffer times that has a mean score of 2.2. On the basis of mean scores, transparent communication between hotel management and potential customers is regarded as above average on a scale of 5 while the use of buffer times with a mean score of 2.2 is considered poor.

Table 3: Synchro Marketing Activities in Hotel Facility Management

Strategy	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean \bar{X}	Rank
Seasonal Promotions and Special Events	10(23.8%)	17(40.5%)	6(14.3%)	7(16.6%)	2(4.8%)	3.6	4 th
Social Media Marketing	20(47.6%)	12(28.6%)	7(16.7%)	3(7.1%)	0(0.0%)	4.2	2 nd
Collaborations and Partnerships	10(23.8%)	17(40.5%)	9(21.4%)	4(9.5%)	2(4.8%)	3.7	3 rd
Personalised Marketing	9(21.4%)	7(26.7%)	19(45.2%)	4(9.5%)	3(7.1%)	3.4	7 th
Online Booking	11(26.2%)	13(40%)	10(23.8%)	7(16.7%)	1(2.4%)	3.6	4 th
Loyalty Programs	5(11.9%)	8(19.0%)	10(23.8%)	12(28.6%)	7(16.7%)	2.7	8 th
Local Advertising	9(21.4%)	13(31.0%)	14(33.3%)	3(7.1%)	3(7.1%)	3.5	6 th
Customer Referral Programs	17(40.5%)	20(47.6%)	4(9.5%)	1(2.4%)	0(0.00%)	4.3	1 st
Flexible payment scheme	1(2.4%)	3(7.1%)	7(16.7%)	26(61.9%)	5(11.9%)	2.3	9 th

Table 3 shows the analysis of the strategies hotels engage to boost patronage during seasons of low demand. The respondents ranked customers referral as first. In fact, customers’ referral programs aggregated a mean score of 4.3. Firms’ deployment of social media for marketing purposes closely follows with a mean score of 4.2. In the same vein, the respondents’ consider flexible payment scheme as the least (2.3) employed strategy in boosting hotels patronage.

Table 4: Descriptive Statistics and Pearson Correlation Coefficients of Marketing strategies of hotels capacity management and Economic Sustainability

Variables	Mean	Standard Deviation.	1	2	3
Economic Sustainability	4.012	.774	1		
De-marketing Strategy	4.192	.591	.571**	1	
Synchro marketing strategy	3.891	.821	.702**	.647**	1

Table 4 shows the descriptive statistics and Pearson correlation coefficients of de-marketing, synchro marketing and hotels’ economic sustainability. The result shows that economic sustainability has the highest mean score of 4.012 while synchro marketing reports a mean score of 3.891. On the basis of standard deviation, synchro activities reports a higher level of deviation from mean than de-marketing activities and economic sustainability. However, on a scale of 5, both the dependent and independent variables report above average score of 3.00. On the basis of Pearson correlation coefficient, both de-marketing activities and synchro marketing exhibit positive relationship with economic sustainability. However, synchro marketing exhibits a stronger (.702**) predicative power compared to de-marketing (.571**) in expressing their relationship with hotels economic sustainability.

Table 5: Model Summary for De-marketing Activities

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.572	.497	1.29032

a. Predictors: (Constant), De-marketing strategy

The model summary of de-marketing strategy as seen in Table 5, report a coefficient of determination (R) =.631 while the R² is 0.572. This result implies that about 57% of variation in hotels economic sustainability of hotels in Yenagoa can be explained by de-marketing strategy; while about 43% change in hotels’ economic sustainability is attributable to extraneous variables not captured in the model.

Table 6: ANOVA^a for De-marketing and Economic Sustainability

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	135.253	1	135.253	75.603	.003 ^b
Residual	73.357	41	1.789		
Total	208.610	42			

a. Dependent Variable: Economic Sustainability

b. Predictors: (Constant), De-marketing strategy

Table 6 summarizes the result of one way analysis of variance of H_{01} . The p- value of 0.003 is indicative of significant relationship between De-marketing activities and economic sustainability of hotels. In the same vein, the F- value of 75.603 represents the extent to which the model is able to express the relationship (Hair Jr et al., 2006).

Table 7: Model Summary for Synchro marketing Activities

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.784	.691	1.21074

a. Predictors: (Constant), Synchro marketing strategy

Table 7 shows the ordinary linear regression model summary of synchro marketing strategy. The results indicate that the R - value is .802 while the adjusted R^2 value is 0.691. The adjusted R^2 value implies that about 69.1% variation in economic sustainability of hotels in Yenagoa is explained by synchro marketing activities. The implication is that a unit change in synchro marketing activities would result in 69.1% change in economic sustainability of the studied population. Furthermore, the adjusted R^2 value implies that about 30.9% change in economic sustainability of the studied hotels' is explained by other factors not indicated in the model.

Table 8: ANOVA^a for Synchro Marketing Strategy and Economic Sustainability

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	130.471	1	130.471	60.487	.002 ^b
Residual	88.509	41	2.157		
Total	218.980	42			

a. Dependent Variable: Economic Sustainability

b. Predictors: (Constant), Synchro marketing strategy

Table 8 reports the ANOVA test for hypothesis 2. The F- value of 60.487 is indicative of the capacity of the model to express the relationship between firms' synchro marketing activities and economic sustainability. The p- value of 0.002 is less than the permitted threshold of 0.05. Therefore, the p-value 0.002 indicates significant relationship between synchro marketing activities and hotels economic sustainability.

DISCUSSION OF FINDINGS

Based on the results of the descriptive and inferential analyses, the study found that hotels in Yenagoa engage several marketing activities to handle incidence of over booking of hotel facilities. The results show that mutual communication was the most frequently engaged marketing activity. Mutual communication enable the firms to be transparent in dealing with customers. Mutual communication facilitates the creation and nurturance customers' relationship.

The results also show that hotels in Yenagoa engage in customer relationship management to develop trust and facilitate communication which in view of Ndubisi (2007), are the underpinning premises of customers' relationship management. Kanagal (2009) acknowledged customer relationship management as an imperative to enhanced business performance. When deployed consistently, customer relationship management induce customers to form a positive impression of the firm, and guide their in future dealings with the firm.

Results from the analyses also show that hotels in Yenagoa deploy dynamic pricing as the second most effective option in dealing with situation of bed space scarcity. This result affirm firms' objective of increasing revenue generation. The results also show that firms' engagement of buffer times is the least in its consideration sets. This report is as expected. The most probable reason for this result is that no rational manager would concede to give additional stay times to guests awaiting exit in the midst of urgent demand for vacant rooms.

Similarly, the study found that hoteliers have numerous marketing activities to engage in, which could facilitate increased patronage and also inform economic sustainability. Hotels economic sustainability is primarily derived from increased room occupancy. From the result of this study, respondents rank customers' referral programs as the most frequently adopted strategy. The importance of referral is deduced from satisfactory reports of hotels' previous guests. Literature recognizes positive word of mouth as the most common avenue for customer referral. This finding uphold the general belief that customer referral is regarded as the most effective means of advertising.

Closely following customer referral program in stimulating room occupancy is "use of social media for marketing purposes." Due to the pervasive nature of social media for communication purposes and the evolving profile of hotel patrons, firms' deployment of social media for sales promotion purposes would be germane. However, contrary to expectation from customers' perspective, hotel managers consider flexible payment scheme as the least for consideration as a mechanism for encouraging patronage during off seasons. The most probable reason may be hoteliers' interest not to be perceived as inconsistent in their pricing policy.

In addition, the ordinary linear regression analysis test result shows that de-marketing activities exert a positive and significant influence on economic sustainability of hotels in Yenagoa. This finding corroborates the report of Agyekum et al. (2019) that hotels that deliberately discourage customer patronage during periods of over subscription report increasing patronage. Furthermore, the test reveals that de-marketing activities account for about 57% of change in economic sustainability of hotels. This suggests that about 43% of change in economic sustainability of hotels is accounted for, by other factors. This finding is not unexpected. Ayodeji and Oluwatoyin (2018) report that several forces account for economic sustainability of firms.

Further, the tests reveal that synchro marketing activities exhibit strong positive and statistically significant relationship with economic sustainability of hotels. This finding corroborates that of Okundaye and Kehinde (2021) that all marketing activities that firms deploy to encourage patronage significantly impact customer patronage of hotels. The study further reports that synchro marketing activities determine about 69.1% of change in economic sustainability of hotels, while 30.1% of change in economic sustainability of hotels is due to other variables. This finding supports that of Ayodeji and Oluwatoyin (2018) that in addition to marketing activities, several other factors, including service culture, facility location, and management quality, influence market performance of firms.

CONCLUSION AND RECOMMENDATIONS

It is factual that patronage of hotel facilities fluctuates. The irregularity of patronage is of great concern to hoteliers. Thus, discerning management of hotels consider marketing strategies that could aid in smoothening the fluctuation in demand for their facilities. This study examined hotel facility management practices, as represented by de-marketing and synchro marketing and economic sustainability of hotels. The findings indicate that de-marketing and synchro marketing exhibit strong positive significant relationship with economic sustainability of hotels; and that synchro marketing has more explanatory power on economic sustainability of hotels than de-marketing.

Sequel to the findings, the study recommends that hoteliers in Yenagoa that desire improved economic sustainability should engage in the core synchro marketing practice (seasonal promotions and special events, social media marketing, collaborations and partnerships, personalized marketing, loyalty programs, local advertising, referral programs, flexible payment scheme, etc.) and de-marketing practices (yield management, creation of wait-lists, cancellation policies, dynamic pricing, advanced reservation systems, specification of reservation limits, giving priority to loyal customer, provision of alternative accommodations. etc.). The study also recommends that management of hotel facilities should embrace synchro marketing as a culture, and not just a strategy deployed when demand is low.

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