

PREVALENT LEVEL OF CUSTOMER RELATIONSHIP MANAGEMENT IN HOSPITALITY INDUSTRY: A CASE STUDY OF FIVE STAR HOTELS IN NCR.

Dr. Gunjan Malik
Assistant Professor
IHTM, MDU

Abstract: Hospitality Industry is experiencing a robust and progressive growth with an aggressive and rapidly increasing competition. It alone is a multi billion dollar enterprise and the Indian Hospitality Industry is experiencing the rare growth trends. So, in this competitive scenario maintaining strong and long lasting relationships with the customers is the key to success. Hotels these days are adopting many such customer relationship management strategies to create a bond with the customer. In the present study an attempt has been made to study the existing level of CRM in Five star and five star deluxe properties in NCR and it has been found that CRM strategies are being followed in a very positive and robust way in sampled hotels in NCR.

Introduction

Lifeline of any business is customer but it is very important to identify and acquire the right customer as the business environment is very uncertain and highly competitive and even more significant is satisfying that rightly acquired customer and then retain him. On an average, businesses spend six times more to acquire customers than they do to keep them. Therefore, the organizations have started paying more attention to their relationships with existing customers to retain them and increase their share of customer's purchases. Firms realized the need for in-depth and integrated customer knowledge in order to build close co-operative and partnering relationships with their customers. Moreover the twentieth century customer demands to be an individual and expects to be treated as an individual who has a different set of needs, likes and dislikes and the company should act upon accordingly.

This highly increasing importance of customer in the dynamic and customized business environment has made CRM an inevitable strategy. If customers are satisfied and loyal, things are going smooth with the present vendor and quality of service is also good, often they have very few reasons to switch their loyalties. As switching leads to disruptions in service levels and an uncertainty is always attached with the new vendor. Every service organizations specifically five star hotels want to create a long lasting bond with the customers so that their chances of visiting back to the property increases. Moreover, increasing the customer base is very difficult and involves huge cost and influencing existing customer to buy more is easier. Existing customers are always useful for the firm. Many researches show that 80% of new ideas come from the existing customers. So, hotels should concentrate on their existing customer and always try to improve relationship with them by offering various loyalty programs and other exclusive benefits.

Winer (2001) and **Buttle** (2004) advocated that as in the changing business environments competition for valuable customers is becoming fierce, companies are concentrating on customer retention and also the rapid advancement in technology are the reasons for such an aggressive growth of Customer Relationship Management. Surveys have proved that if companies concentrate or increase the customer maintenance by five percent, it eventually leads to 95 percent increase in value for the organization. (**Greenberg**, 2004).

These days not only the banking industry is offering freebies and discounts but hospitality and tourism industry is also using such strategies to strengthen customer relationships. In this paper an attempt has been made to study the existing level of CRM in five star and five star deluxe properties in NCR.

Review of Literature:

Years back in 1993, **Peppers and Roggers** forecasted the birth of CRM by stating that in coming years the organizations would change from selling a single product to many customers to selling a single customer many products and that too for a longer period and establishing exclusive relationships with individual customers was the only way to do that. Popularly known as relationship marketing in 90s was reinstated as a new approach known today as CRM.

Even in 1994 in a research by **Jackson** it was found that rapidly increasing competition, technology up gradation and reducing product differences has forced the companies to recognize that customers are one of the most important assets which gives rise to the concept of relationship management. Then in 2005, **Plakoyiannaki** in his study on perception of CRM also found that organizations are recognizing that rather than land and building customers are their most important assets and CRM gives them mutual deals and opportunities to build long term relationship with customers. And if firms want to be customer oriented which is today's trend then there has to be a positive and sound relationship between customer and service provider.

Kim, Su and Hwang in 2003 professed that in today's environment CRM is becoming one of top management strategies used by organizations. **Rogers** in 2005 in his study observed and found that various management positions have been created in organizations like chief relationship officers, customer value officers, chief customer officers and director of customer experience. Some companies have even changed the traditional title of 'marketing manager' to 'relationship manager'.

If Hotels want to improve their performance and ensure long term profitability and business CRM is the best strategy. (**Kasim and Minai**, 2009; **Sigala**, 2005; **Wu and Li**, 2011).

Olsen and Connolly in 2000 in their research also highlighted that success of Hotel Industry is not only dependent on quality of services but also on guest relationships and specifically with existing customers. **Wang** in 2012 in his study also established that CRM is about recognizing and retaining the most profitable guests and not everyone and it also aims at improvement of profitability of those guests who are less profitable. **Piccoli, Connor, Cappacioli and Alvarez** in 2003 also stated that CRM has much more relevance in hospitality industry as compared to other industries as it is customer information intensive and quality of service plays a very important role. So, this sector is ideally suitable for CRM. In today's environment hotels need to learn deeply about their customer's preferences and behavior to deliver their services in a better way. (**Papaioannou, Sarmaniotis, Assimakopoulos, and Sotiriades**, 2011).

In a study on hotels by **Adam, Stalcup and Lee**, 2010 suggested some important strategies for managers in this competitive environment. He stated that the best method to keep the guests happy is to fulfill their both intrinsic as well as extrinsic needs. For that, hotels have to systematically recognize and evaluate those needs in a regular routine without fail. And the study also cited that the most common and important goal of CRM is guest retention.

So, the above review shows that customer relationship management is the need of hour and very beneficial specifically for Hospitality Industry. So, in this paper an attempt has been made to study the prevalent level of customer relationship management in five star and five star deluxe hotels in NCR.

RESEARCH METHODOLOGY

OBJECTIVE

The main objective of the study is to examine the prevalent/ existing level of customer relationship management in Five Star Hotels and Five Star Deluxe Hotels in NCR.

DATA COLLECTION

SECONDARY DATA

Secondary data has been collected by reviewing research papers, thesis, journals, books, newspapers, magazines, proceedings of the conferences etc.

PRIMARY DATA

For collection of primary data a structured questionnaire was developed which was pre tested. To achieve the objectives of the study the questionnaire has been divided into two parts. The first Part A has been made to collect the diverse demographic details of the respondents. Part B of the questionnaire comprise of the questions related to customer relationship management.

SURVEY SAMPLE OF THE STUDY

The survey sample includes the guests visiting five star and five star deluxe hotels in Delhi, Gurgaon, Noida and Faridabad. A total of 700 questionnaires were sent to five star and five star deluxe properties in NCR and we got back 600 questionnaires out of which 525 were complete and worth using for analysis.

RELIABILITY ANALYSIS

To determine the reliability of structured questionnaire Cronbach's Alpha test is used. The high value of Cronbach's Alpha (0.965) is suggesting the high reliability of the scale.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.965	.965	29

STATISTICAL ANALYSIS OF DATA

To find out the prevalent level of customer relationship management item wise percentage analysis was done through SPSS 18 version.

ANALYSIS OF DATA AND DISCUSSION

An item wise percentage analysis of all the questions related to customer relationship management was done and the responses in the form of tables and bar diagrams are as follows.

TABLE: 1.1

Accommodation is provided as per guest's preference					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	.8	.8	.8
	Disagree	18	3.4	3.4	4.2
	Neutral	55	10.5	10.5	14.7
	Agree	258	49.1	49.1	63.8
	Strongly Agree	190	36.2	36.2	100.0
	Total	525	100.0	100.0	

FIGURE: 1.1

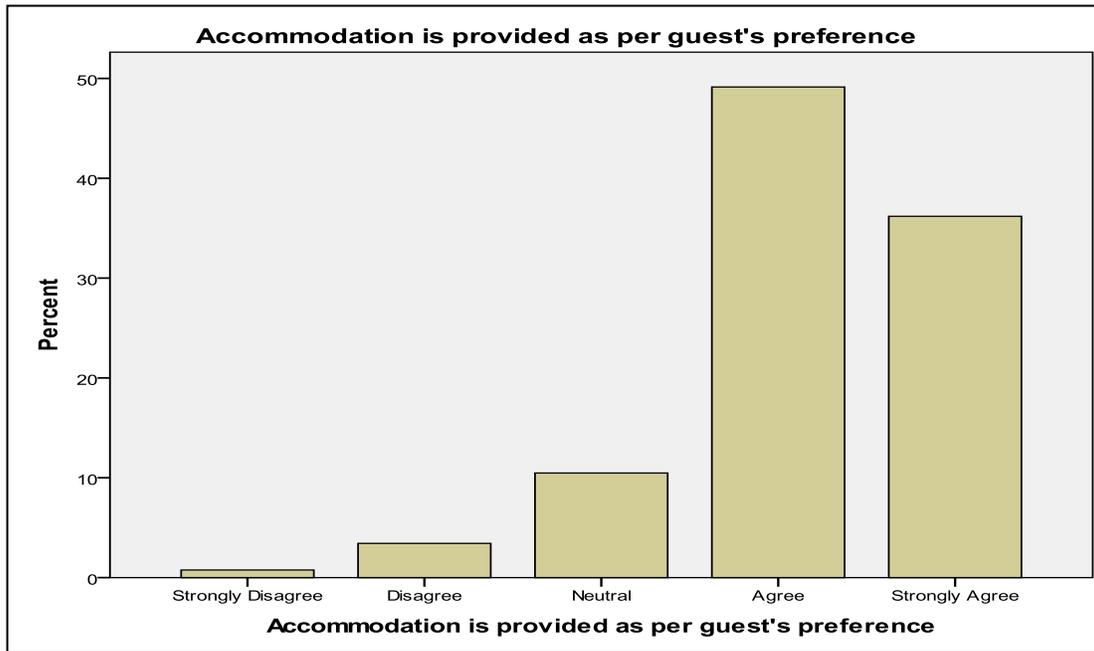
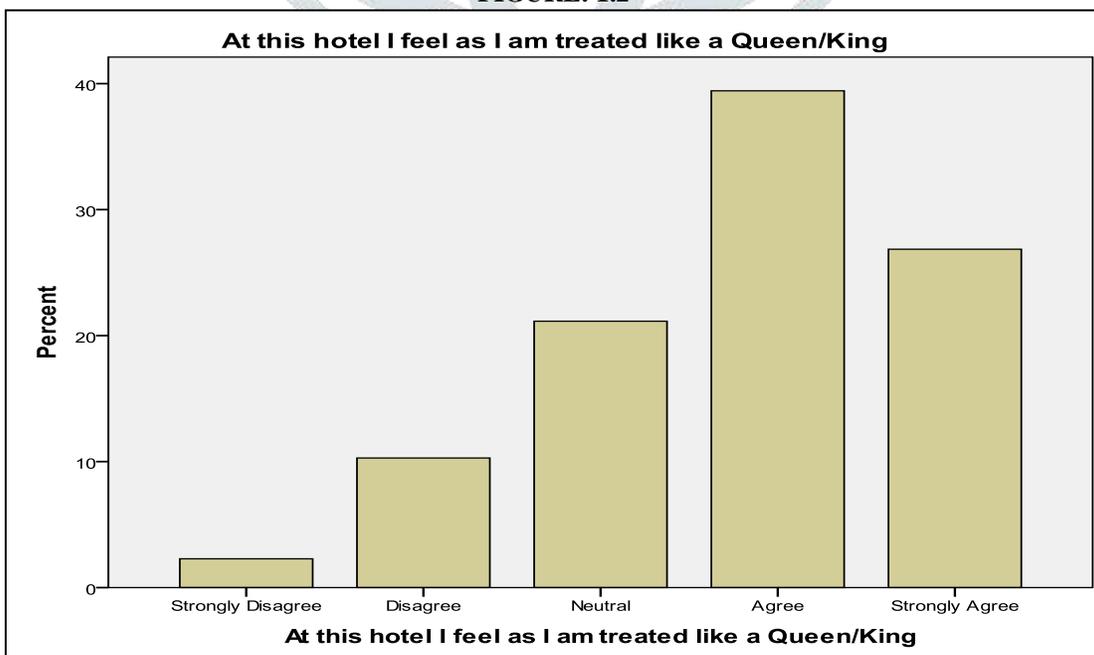


Table 1.1 shows that out of 525 responses 448 responses are in the category of agree and strongly agree which means 85% of respondents agree that Five Star Hotels are concentrating on customer needs and preferences and they provide accommodation as per guests' preference. It connotes that five star and five star deluxe properties in NCR make an effort to create a bond with the customer by understanding and fulfilling the preferences of the guests.

TABLE: 1.2

At this hotel I feel as I am treated like a Queen/King					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	2.3	2.3	2.3
	Disagree	54	10.3	10.3	12.6
	Neutral	111	21.1	21.1	33.7
	Agree	207	39.4	39.4	73.1
	Strongly Agree	141	26.9	26.9	100.0
	Total	525	100.0	100.0	

FIGURE: 1.2



When staying at a hotel every guest likes to be treated as royalty. Table 1.2 displays that 66% of the respondents feel like a queen/king when they visit or stay in Five Star Hotels in NCR. 21% responded neutrally and only 13% responded in the disagree zone which proves that Hotels now a days have realized that customer is the most important asset. Hotels don't want to miss the opportunity to impress and create a lasting great impression on customers by giving them excellent and luxurious treatment.

TABLE: 1.3

The employees of the hotel greet me with courtesy and smiles at all times.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	23	4.4	4.4	4.4
	Neutral	22	4.2	4.2	8.6
	Agree	292	55.6	55.6	64.2
	Strongly Agree	188	35.8	35.8	100.0
	Total	525	100.0	100.0	

FIGURE: 1.3



Above table demonstrates that 92% of the customers agree that the Hotel employees always greet them with courtesy and smiling faces. One of the very important P of service marketing mix is people, especially in hotels the courteous and smiling faces of the staff plays a very important role in delivering memorable experiences to the guests. Hotels in NCR also believe in let go off customers with beautiful memories of the smiling faces of their employees.

TABLE: 1.4

The employees here are patient and spend time responding and explaining things to me.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	24	4.6	4.6	4.6
	Neutral	45	8.6	8.6	13.1
	Agree	311	59.2	59.2	72.4
	Strongly Agree	145	27.6	27.6	100.0
	Total	525	100.0	100.0	

FIGURE: 1.4

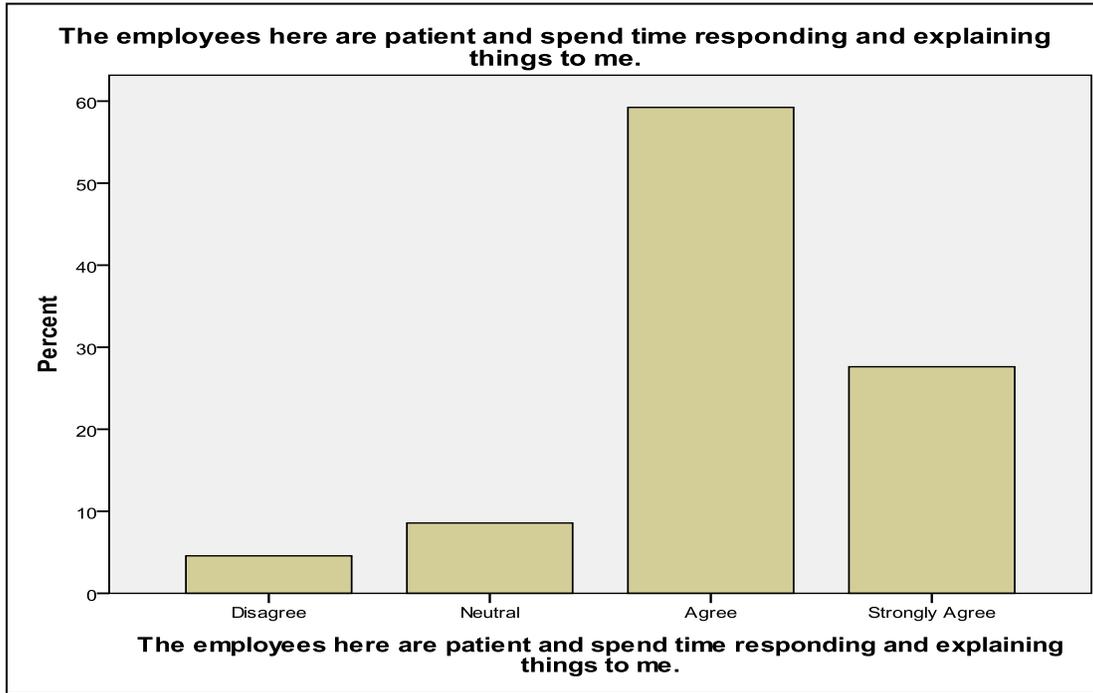


Table 1.4 indicates that 87% of the guests agree that the employees of five star hotels are not only courteous but they are patient, they listen to the guests and spend adequate time in giving proper response and explaining things to the customers.

TABLE: 1.5

The employees here communicate well and are good listeners.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	33	6.3	6.3	6.3
	Neutral	59	11.2	11.2	17.5
	Agree	289	55.0	55.0	72.6
	Strongly Agree	144	27.4	27.4	100.0
	Total	525	100.0	100.0	

FIGURE: 1.5

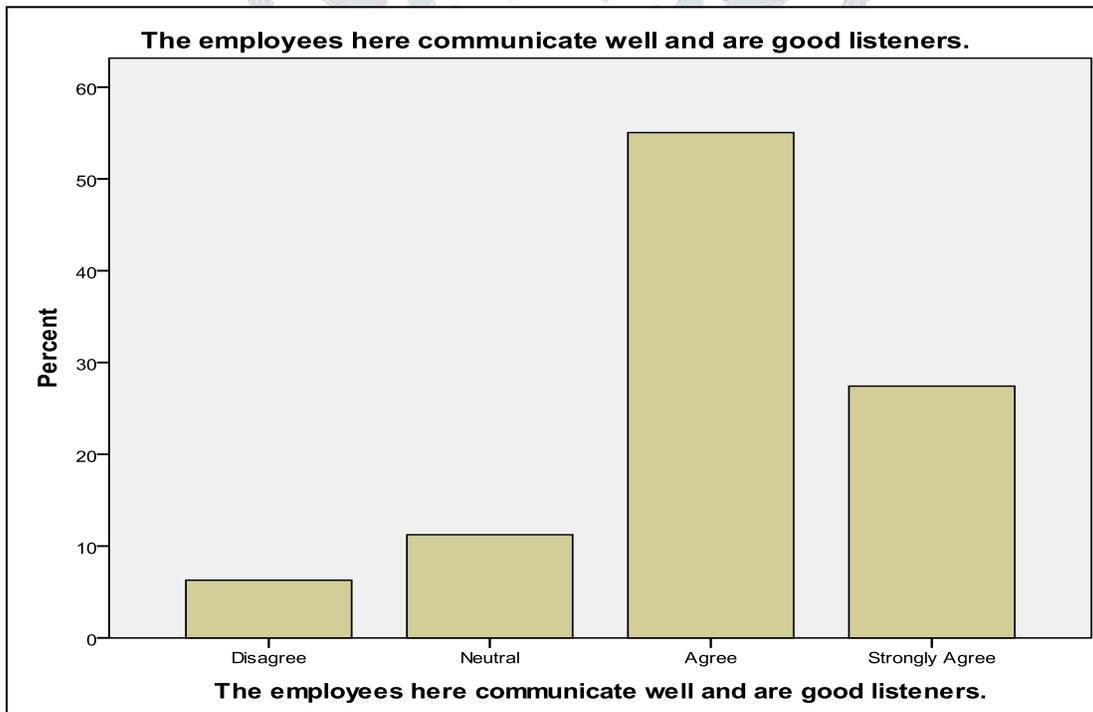


Table 4.5 shows that 82% of the respondents agreed that employees of Five star Hotels communicate well and are good listeners. Effective listening is a very important quality of the hospitality staff as it conveys that hotel is willing to understand the needs and requirements of the guests and wants to establish a long lasting relationship.

TABLE: 1.6

The employees here are friendly, cheerful, polite and responsive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	18	3.4	3.4	3.4
	Neutral	41	7.8	7.8	11.2
	Agree	289	55.0	55.0	66.3
	Strongly Agree	177	33.7	33.7	100.0
	Total	525	100.0	100.0	

FIGURE: 1.6

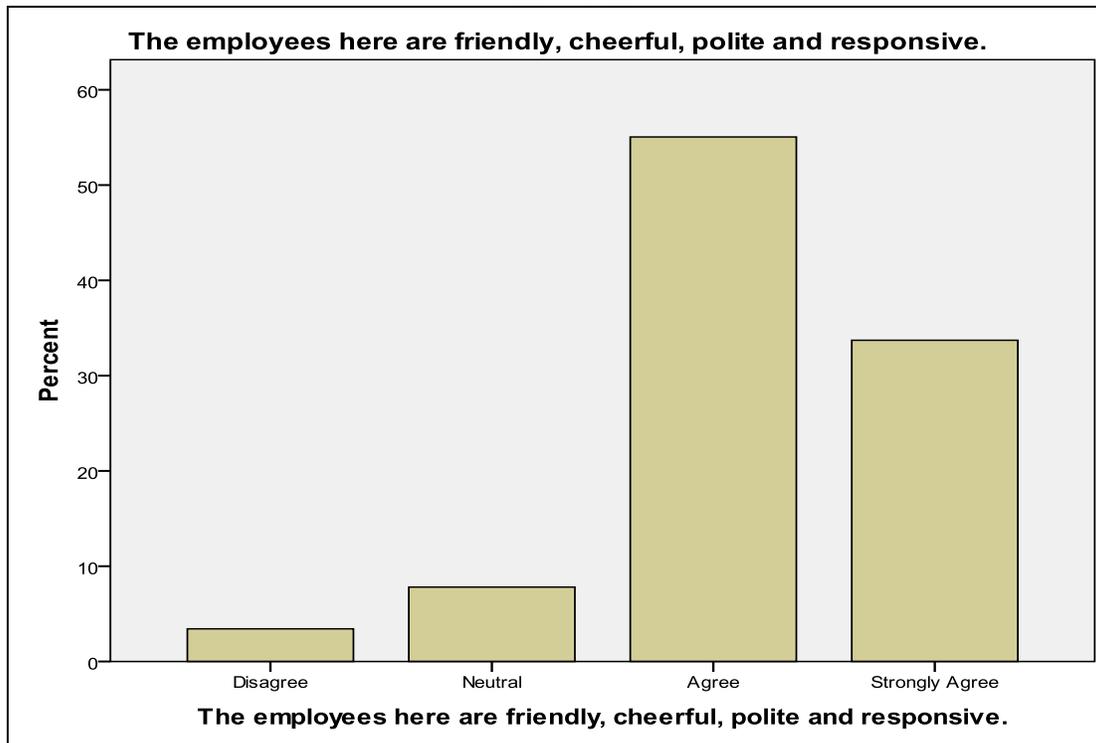


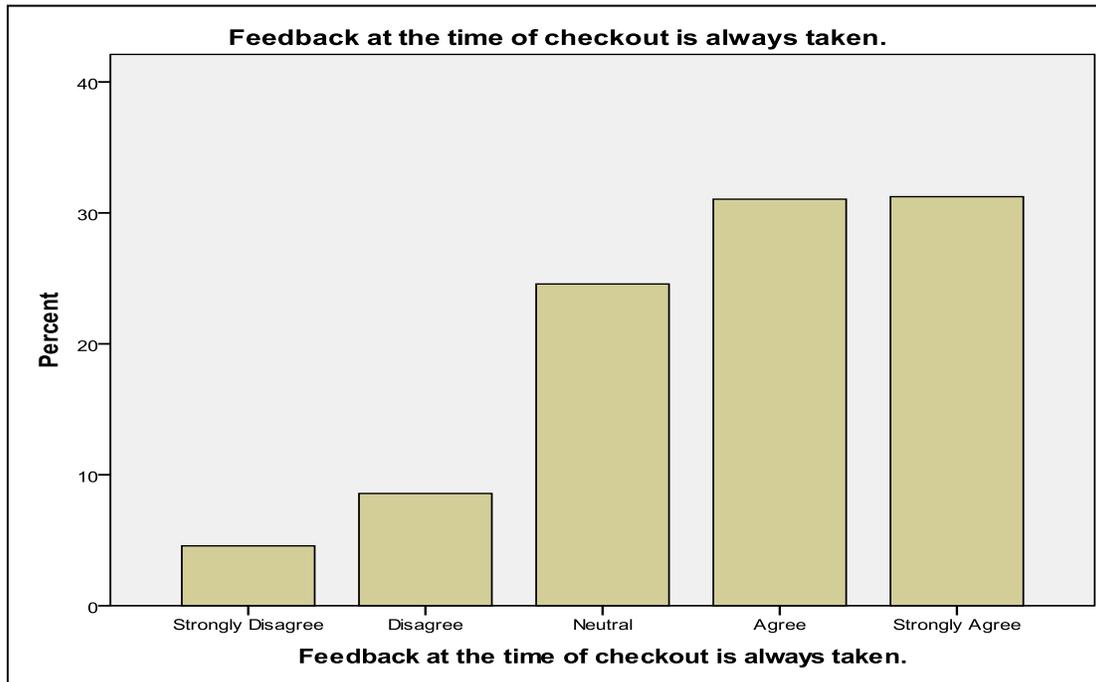
Table 4.6 connotes that staff of Five star Hotels in NCR is well trained, friendly, cheerful, polite and responsive as 89% of the respondents agreed to this statement and only 3% disagreed to it.

TABLE: 1.7

Feedback at the time of checkout is always taken.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	4.6	4.6	4.6
	Disagree	45	8.6	8.6	13.1
	Neutral	129	24.6	24.6	37.7
	Agree	163	31.0	31.0	68.8
	Strongly Agree	164	31.2	31.2	100.0
	Total	525	100.0	100.0	

FIGURE: 1.7



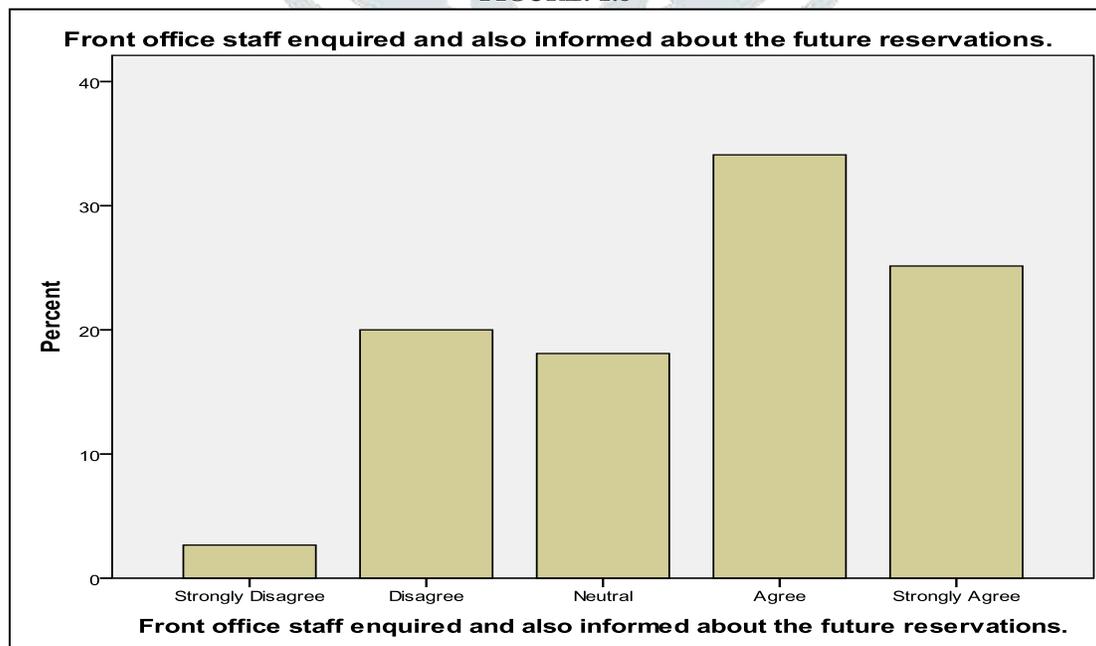
Feedback is one of the influencing factors for gaining customer’s viewpoint and also helps in self-scanning of the hotels. Table 1.7 shows that 62% of the customers agreed that feedback at the time of check out was taken, so a higher percentage of respondents accepted that feedback at the time of checkout is taken but compared to other variables the response is not that robust.

TABLE: 1.8

Front office staff enquired and also informed about the future reservations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	2.7	2.7	2.7
	Disagree	105	20.0	20.0	22.7
	Neutral	95	18.1	18.1	40.8
	Agree	179	34.1	34.1	74.9
	Strongly Agree	132	25.1	25.1	100.0
	Total	525	100.0	100.0	

FIGURE: 1.8



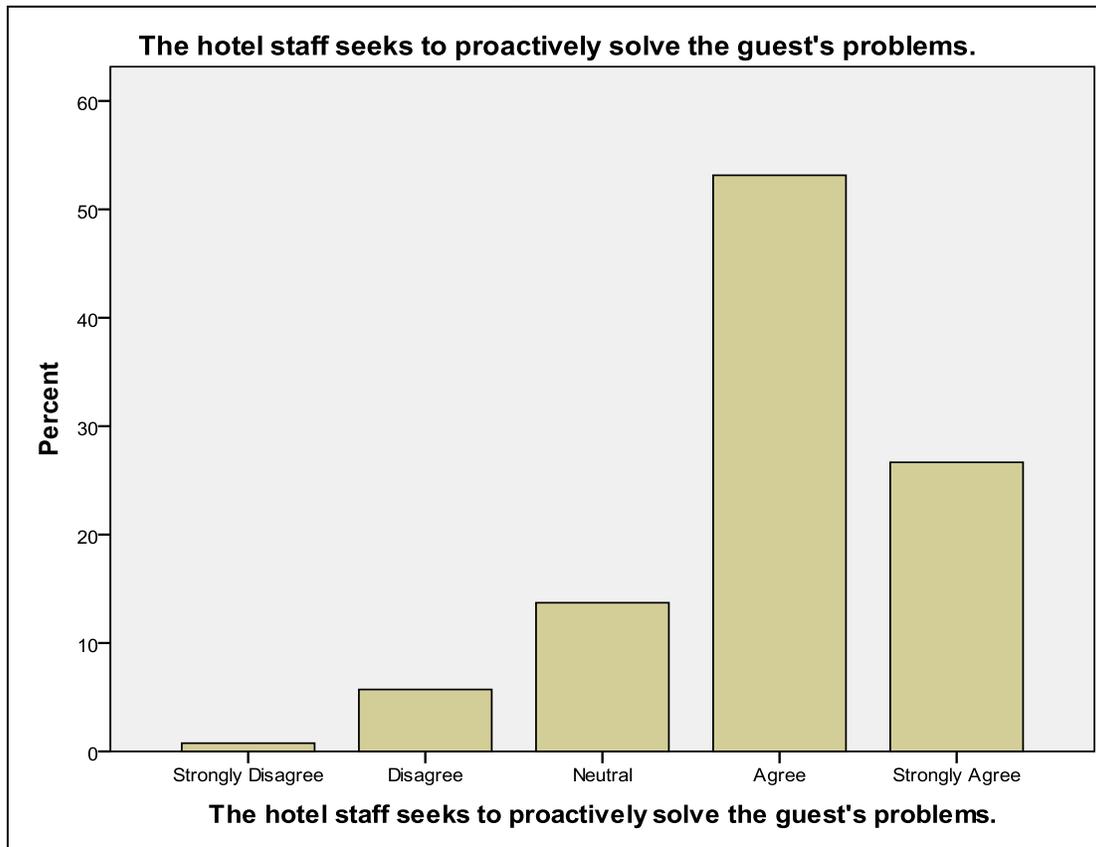
Front office is the face of any institution. Guests interact maximum with the front office employees. It is that contact point where maximum information about the guests can be collected and a relationship journey can start from this point. Table 1.8 indicates that 59% of the respondents reacted positively towards front office enquiring and informing about the future reservations but 18% gave a neutral response and 23% disagreed to it.

TABLE: 1.9

The hotel staff seeks to proactively solve the guest's problems.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	.8	.8	.8
	Disagree	30	5.7	5.7	6.5
	Neutral	72	13.7	13.7	20.2
	Agree	279	53.1	53.1	73.3
	Strongly Agree	140	26.7	26.7	100.0
	Total	525	100.0	100.0	

FIGURE: 1.9



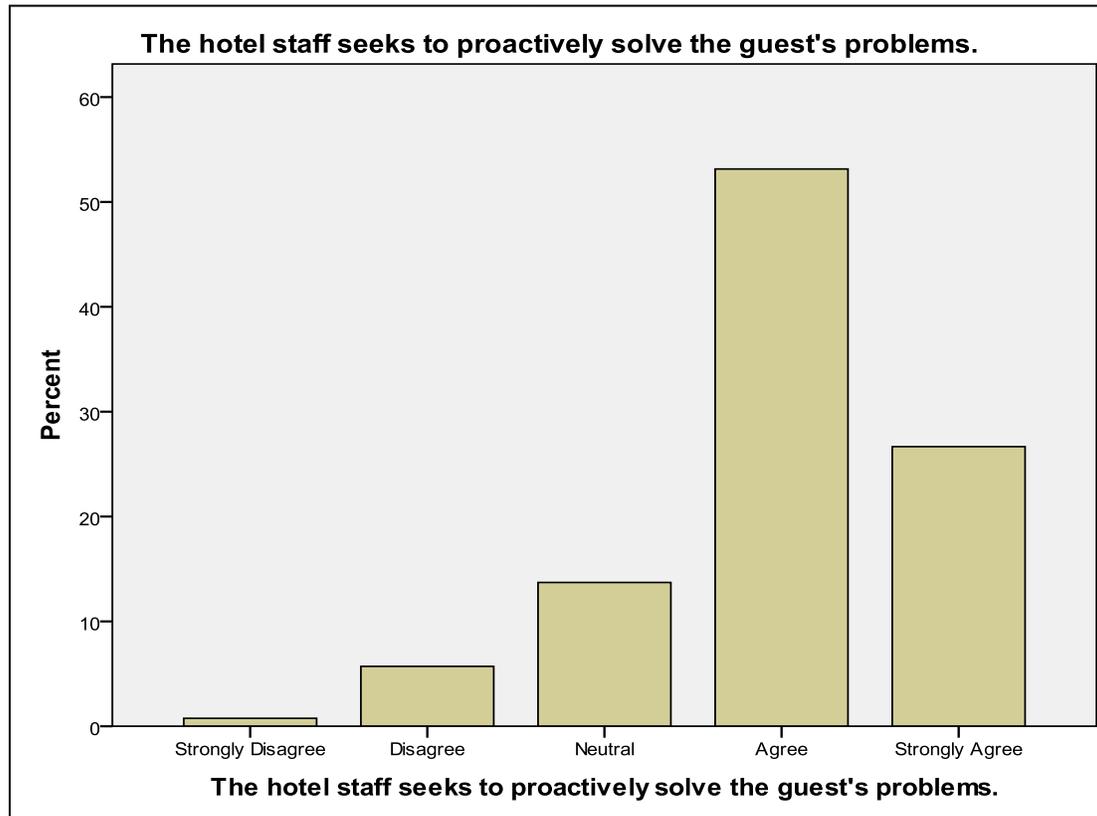
Solving the guests' problems in an easy and proactive manner is invariably important in Hospitality Industry. Table 1.9 describes the situation of problem solving that 80% of the respondents reacted positively and 14% kept neutral and only 6% disagreed to the statement. So, it authenticates that staff of Five star Hotels in NCR are actively involved in solving guest's problems.

TABLE: 1.10

Hotel is always able to negotiate the problems with the guests.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	1.1	1.1	1.1
	Disagree	58	11.0	11.0	12.2
	Neutral	107	20.4	20.4	32.6
	Agree	243	46.3	46.3	78.9
	Strongly Agree	111	21.1	21.1	100.0
	Total	525	100.0	100.0	

FIGURE: 1.10



Above table shows that 67.4% of the respondents agreed that Five star hotels in NCR are always able to negotiate the problems with the guests. 20.4% of the respondents gave a neutral response while only 12.2% disagreed to the statement. It exhibits that Five star hotels in NCR are diligent about the problem solving factor and they make an effort to always negotiate the problems of customers in order to satisfy them.

TABLE: 1.11

Guest's problems and complaints can be solved in an easy and friendly manner.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	.8	.8	.8
	Disagree	21	4.0	4.0	4.8
	Neutral	74	14.1	14.1	18.9
	Agree	261	49.7	49.7	68.6
	Strongly Agree	165	31.4	31.4	100.0
	Total	525	100.0	100.0	

FIGURE: 1.11

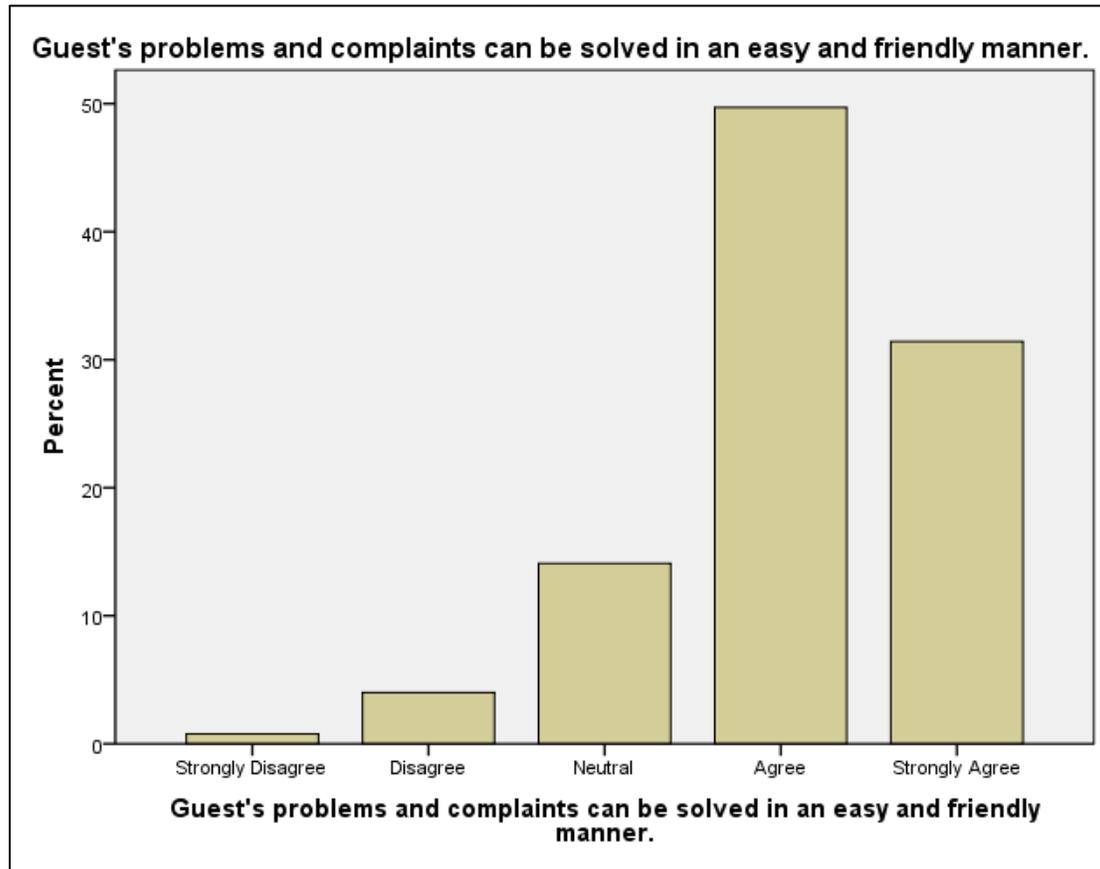


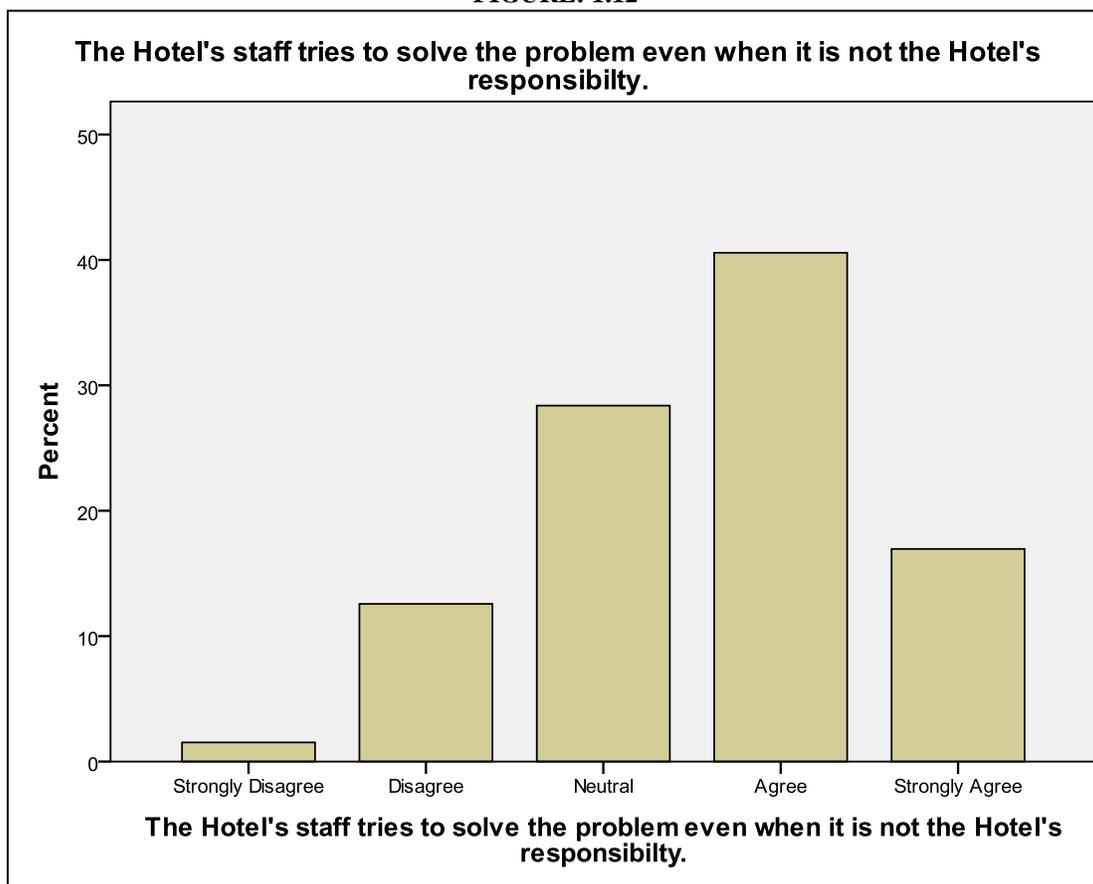
Table 1.11 displays that 81% of the respondents acknowledged that the hotel staff does not get offended and always solve the problem in an easy and a very friendly way. 14 % gave a neutral response and only 5% disagreed.

TABLE: 1.12

The Hotel's staff tries to solve the problem even when it is not the Hotel's responsibility.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	1.5	1.5	1.5
	Disagree	66	12.6	12.6	14.1
	Neutral	149	28.4	28.4	42.5
	Agree	213	40.6	40.6	83.0
	Strongly Agree	89	17.0	17.0	100.0
	Total	525	100.0	100.0	

FIGURE: 1.12



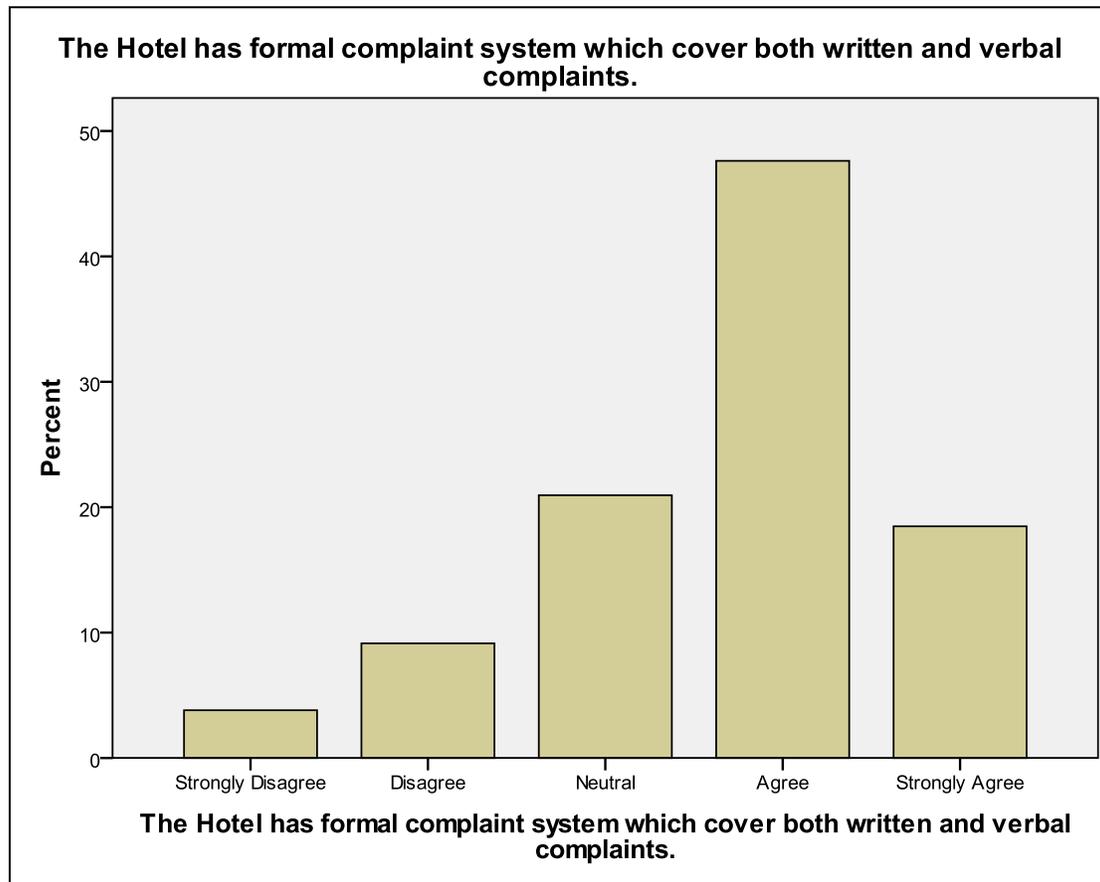
Doing something for the customers which is beyond the hotel’s responsibility always creates a lasting impression and gives memorable experiences to the guests. Table above demonstrates that 58% of the respondents accepted that Five star hotels in NCR tries to solve the problems of guests even when it is not the Hotel’s responsibility whereas 28% kept neutral which may be because the services in the hotels are satisfactory and guests have not faced any problems and only 14 % disagreed.

TABLE: 1.13

The Hotel has formal complaint system which covers both written and verbal complaints.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	3.8	3.8	3.8
	Disagree	48	9.1	9.1	13.0
	Neutral	110	21.0	21.0	33.9
	Agree	250	47.6	47.6	81.5
	Strongly Agree	97	18.5	18.5	100.0
Total		525	100.0	100.0	

FIGURE: 1.13

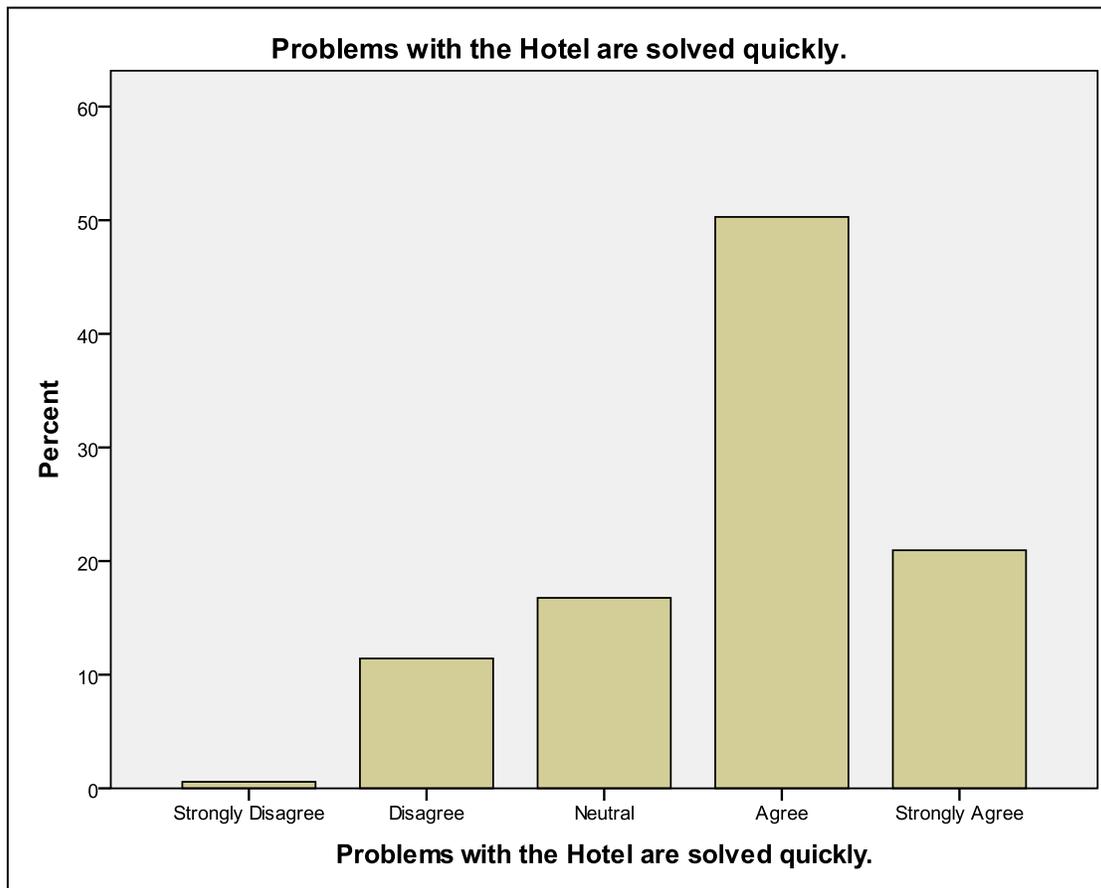


Handling complaints in an effective manner is critical to customer satisfaction and customer relationship formation. Table 1.13 shows 67% of the guests accepted that Five star hotels in NCR have a formal complaint system which cover both written and verbal complaints, 21% kept neutral, probably they have not experienced it and only 14% disagreed to it.

TABLE: 1.14

		Problems with the Hotel are solved quickly.			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	.6	.6	.6
	Disagree	60	11.4	11.4	12.0
	Neutral	88	16.8	16.8	28.8
	Agree	264	50.3	50.3	79.0
	Strongly Agree	110	21.0	21.0	100.0
Total		525	100.0	100.0	

FIGURE: 1.14



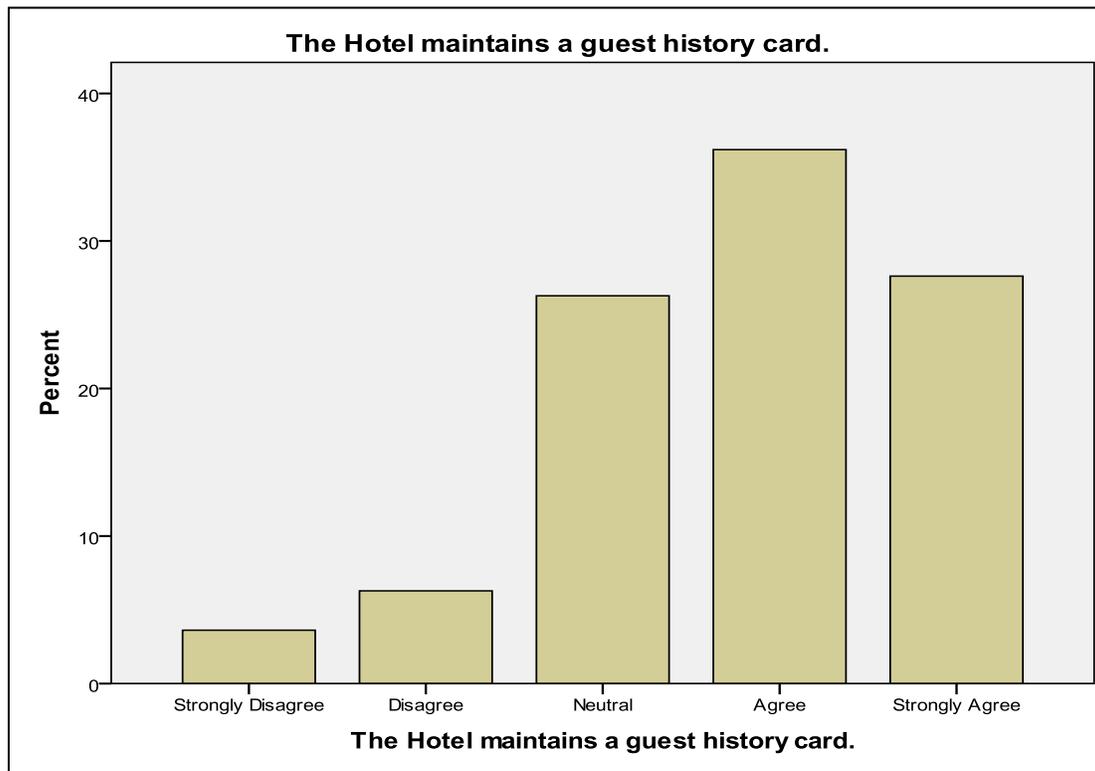
Solving problems in an easy and friendly manner is not sufficient as if the solution is delayed customers will not acknowledge it. So, solving the guests' problems quickly is also invariably important. Service organizations also keep turnaround time for their delivery of services like banks have a TAT(turnaround time) for personal loans, account opening etc. Similarly, Five star hotels in NCR also concentrate on problem solving in a quick manner as the table above shows the results that 71% agreed to the statement and only 12% disagreed whereas 17% gave a neutral response.

TABLE: 1.15

The Hotel maintains a guest history card.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	3.6	3.6	3.6
	Disagree	33	6.3	6.3	9.9
	Neutral	138	26.3	26.3	36.2
	Agree	190	36.2	36.2	72.4
	Strongly Agree	145	27.6	27.6	100.0
Total		525	100.0	100.0	

FIGURE: 1.15



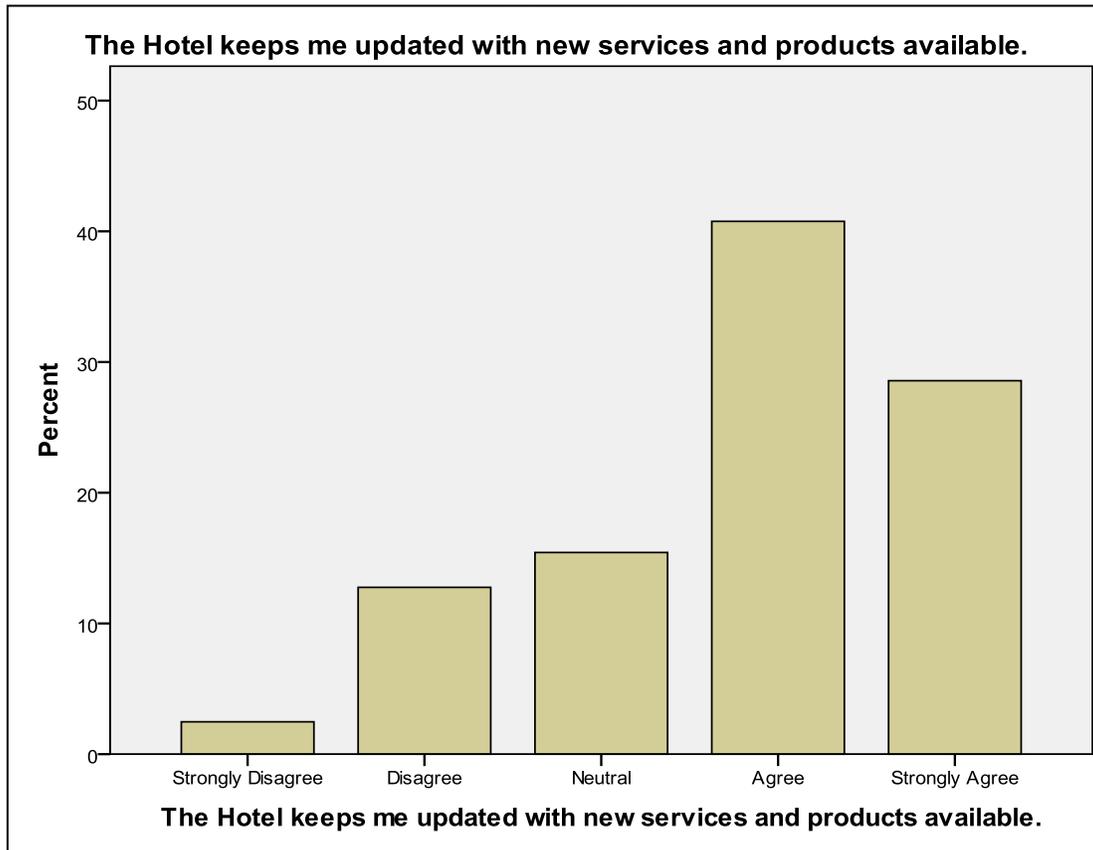
Guest History card is a record maintained for each guest who has stayed at the hotel with a separate entry for each visit and details of pertinent preferences. It is a very valuable tool which helps in establishing long term relationship with the guests. Table 1.15 displays that 64% of the respondents complied to the statement that hotel maintain a guest history card and only 10% disagreed to it whereas 26% gave a neutral response. The reason could be that the guests are not aware of it.

TABLE: 1.16

The Hotel keeps me updated with new services and products available.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	2.5	2.5	2.5
	Disagree	67	12.8	12.8	15.2
	Neutral	81	15.4	15.4	30.7
	Agree	214	40.8	40.8	71.4
	Strongly Agree	150	28.6	28.6	100.0
	Total	525	100.0	100.0	

FIGURE:1.16



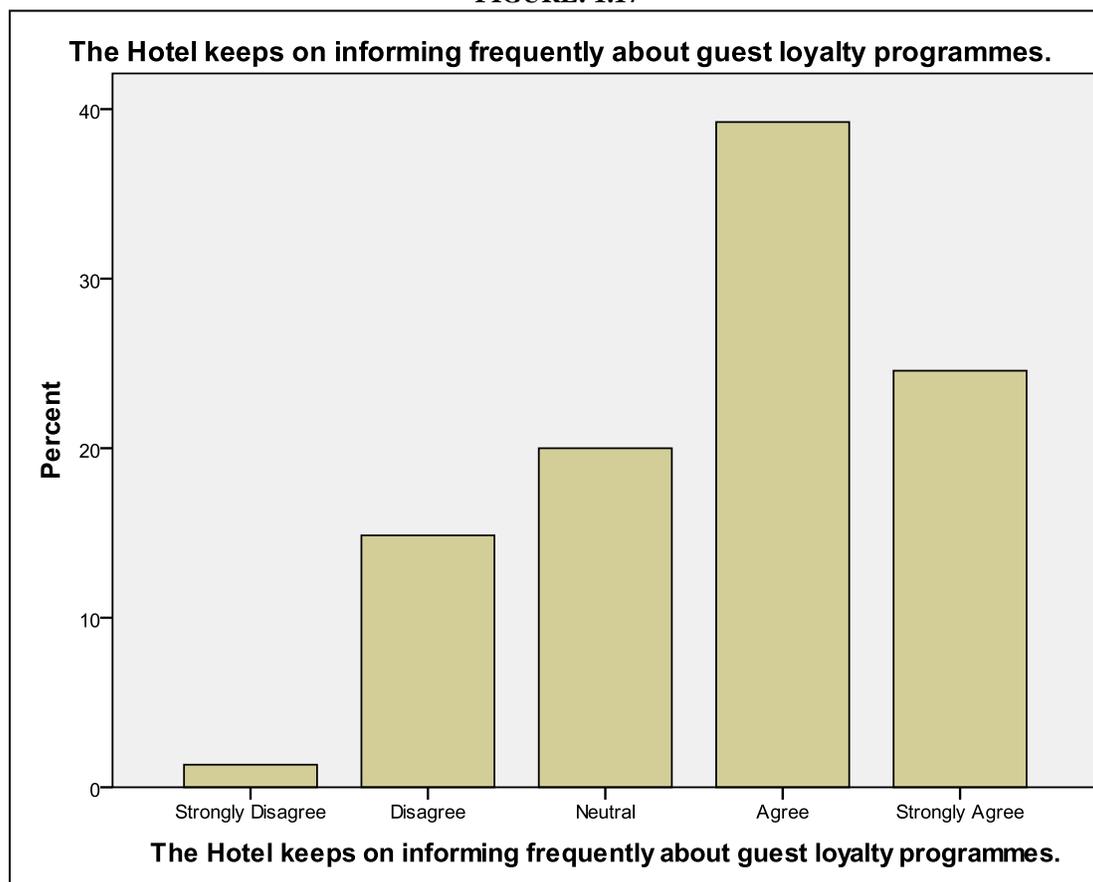
For maintain long term relationships with the guests, hotels have to constantly ensure that the customers are being updated with new services and products. Table 1.16 establishes that 70% of the guests accepted that Hotels these days don't forget the customers after their stay rather they establish and try to prolong that relationship by updating them with the new services and products available.

TABLE: 1.17

The Hotel keeps on informing frequently about guest loyalty programmes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	1.3	1.3	1.3
	Disagree	78	14.9	14.9	16.2
	Neutral	105	20.0	20.0	36.2
	Agree	206	39.2	39.2	75.4
	Strongly Agree	129	24.6	24.6	100.0
Total		525	100.0	100.0	

FIGURE: 1.17

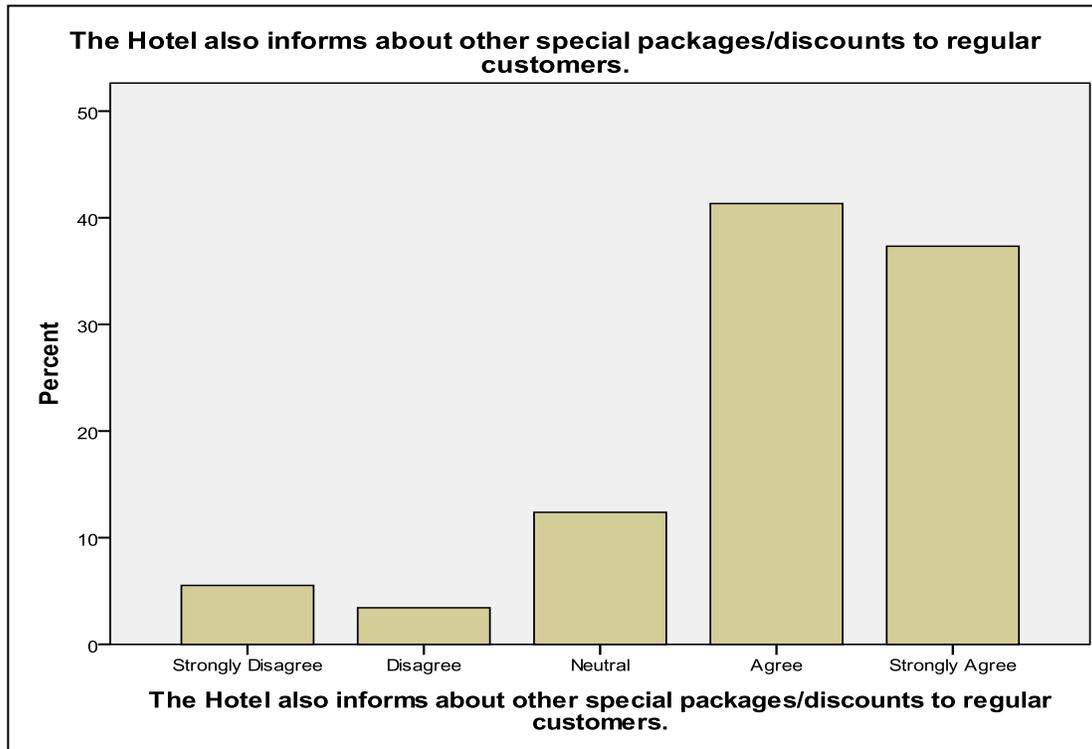


For luring profitable customers and repeat stays hotels adopt various loyalty programmes in which guests earn bonus/reward points, freebies and guests also become recognizable to the staff. For connecting with the customers and maintaining relationships with them, five star hotels in NCR inform customers frequently about the various loyalty programmes as table above shows that 64% guests agreed to this statement while 20% gave a neutral response and only 16% disagreed as hotels don't want to establish relationship with all the customers rather with only profitable ones.

TABLE: 1.18

The Hotel also informs about other special packages/discounts to regular customers.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	5.5	5.5	5.5
	Disagree	18	3.4	3.4	9.0
	Neutral	65	12.4	12.4	21.3
	Agree	217	41.3	41.3	62.7
	Strongly Agree	196	37.3	37.3	100.0
Total		525	100.0	100.0	

FIGURE: 1.18



Because of the aggressive and ever increasing competition in hospitality industry, hotels have started endorsing various special packages, discounts, schemes to the regular customers as one of the CRM strategy. 79% of respondents recognized by agreeing to the above statement while 12% gave a neutral response and only 9% disagreed to it (ref to table 1.18)

TABLE: 1.19

The Hotel send greeting cards on birthdays/anniversary to establish the relationship with regular guests.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	4.4	4.4	4.4
	Disagree	84	16.0	16.0	20.4
	Neutral	86	16.4	16.4	36.8
	Agree	228	43.4	43.4	80.2
	Strongly Agree	104	19.8	19.8	100.0
Total		525	100.0	100.0	

FIGURE: 1.19



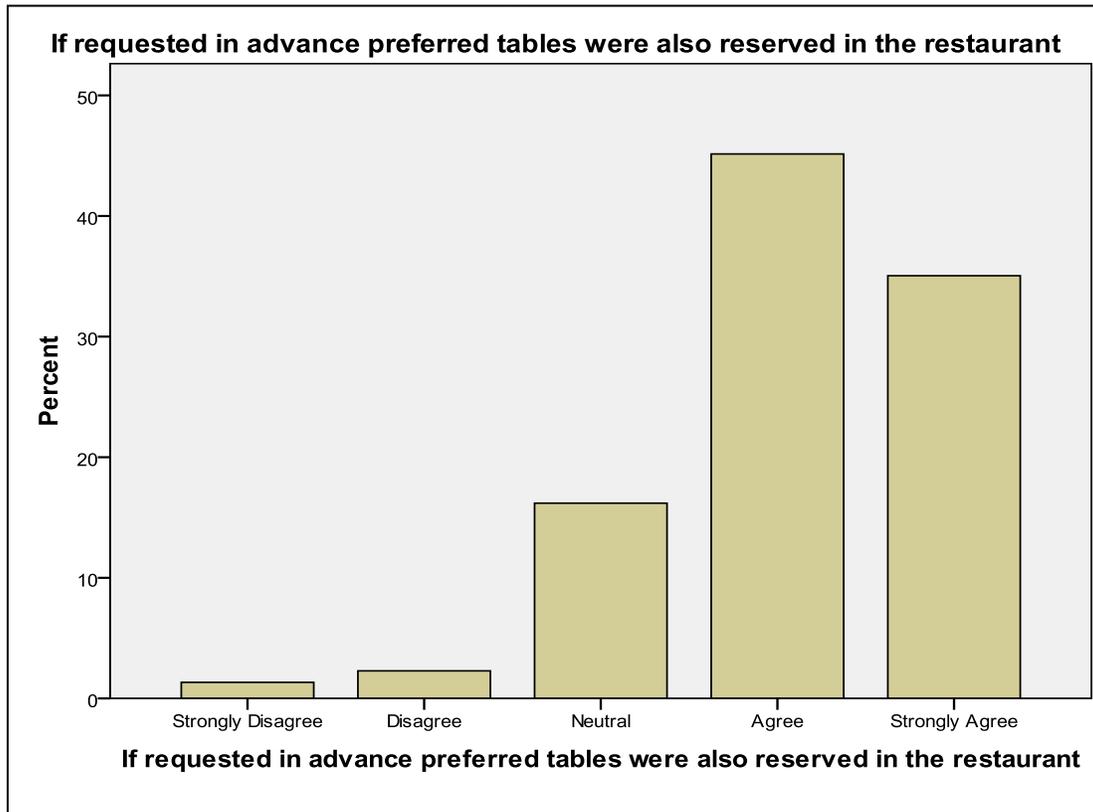
Only relatives used to wish on birthdays and anniversary but now Hotels have adopted such strategies to get an emotional connect with the customers. Table 1.19 describes the situation that 63% of customers gave their assent that five star hotels in NCR follow the strategy of sending greeting cards on anniversary and birthdays to create a lasting bond with the customer whereas 16% gave a neutral response and 21% disagreed to the statement as all customers are not regular and profitable.

TABLE: 1.20

If requested in advance preferred tables were also reserved in the restaurant

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	1.3	1.3	1.3
	Disagree	12	2.3	2.3	3.6
	Neutral	85	16.2	16.2	19.8
	Agree	237	45.1	45.1	65.0
	Strongly Agree	184	35.0	35.0	100.0
Total		525	100.0	100.0	

FIGURE: 1.20



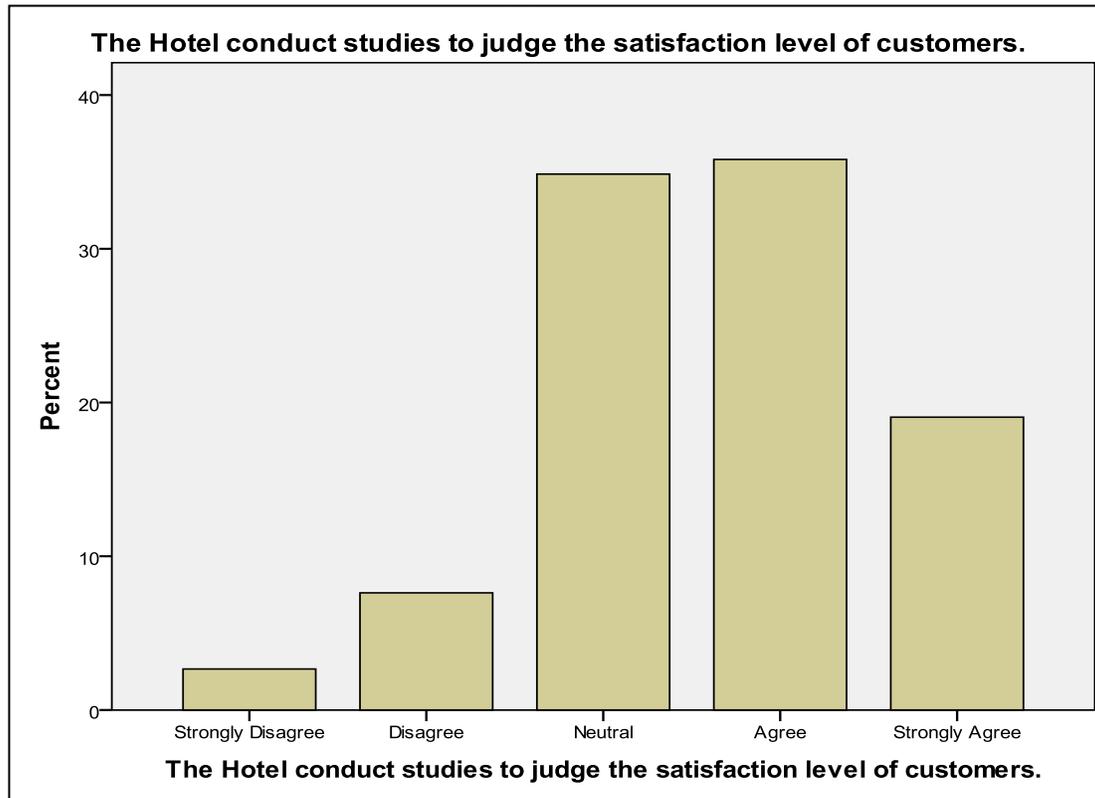
Each guest expects the hotel's staff to understand his or her preferences, intuitively apprehend the needs and make the stay memorable without any flaws. So, understanding and satisfying the needs of the guests is inevitable in the current scenario to maintain a long term relationship with the customer. Five star Hotels in NCR are also working on the same pattern as table 1.20 shows that when asked whether preferred tables were also reserved if requested in advance 80% of the respondents agreed and only 3% disagreed.

TABLE: 1.21

The Hotel conduct studies to judge the satisfaction level of customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	2.7	2.7	2.7
	Disagree	40	7.6	7.6	10.3
	Neutral	183	34.9	34.9	45.1
	Agree	188	35.8	35.8	81.0
	Strongly Agree	100	19.0	19.0	100.0
Total		525	100.0	100.0	

FIGURE: 1.21

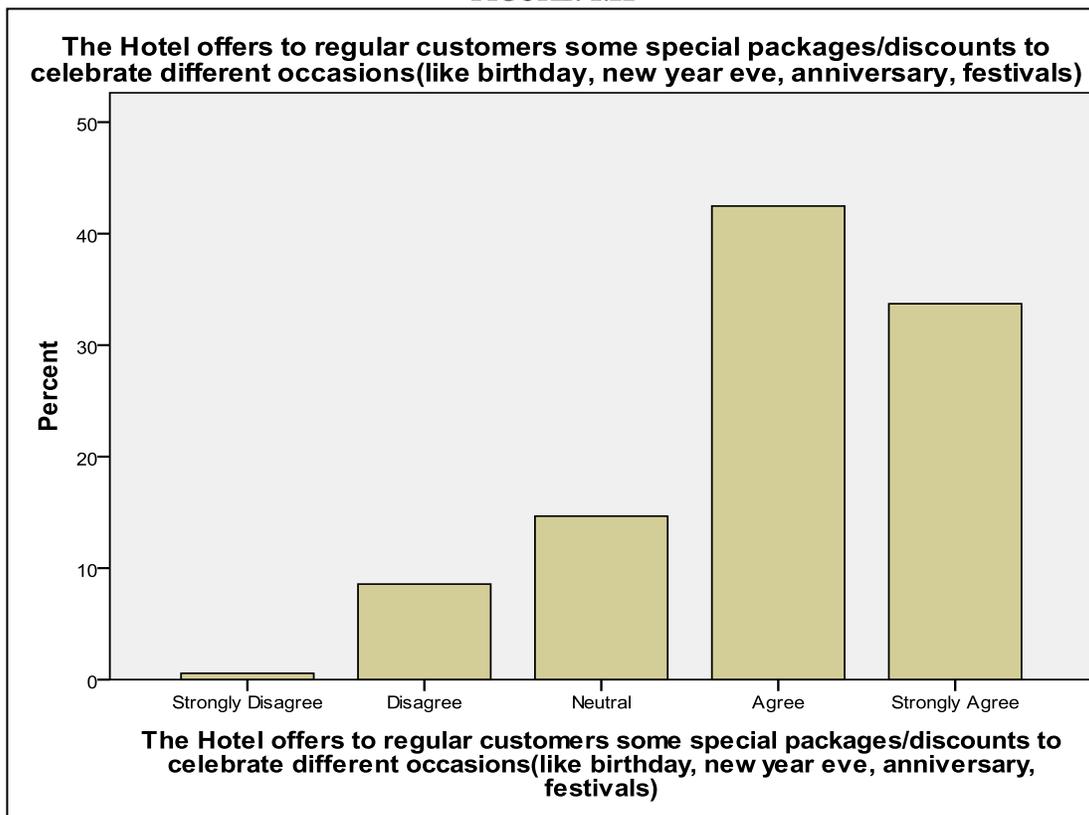


According to table 1.21, 55% of the respondents gave a positive response when asked about whether hotel conducts satisfaction surveys or not, 35% kept neutral, the reason can be they are not aware of what surveys are being conducted for by the hotels and only 10% disagreed to the statement. It reveals that five star hotels in NCR are making an attempt to judge the satisfaction level of customers but still there is a need to increase it.

TABLE: 1.22

The Hotel offers to regular customers some special packages/discounts to celebrate different occasions(like birthday, new year eve, anniversary, festivals)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	.6	.6	.6
	Disagree	45	8.6	8.6	9.1
	Neutral	77	14.7	14.7	23.8
	Agree	223	42.5	42.5	66.3
	Strongly Agree	177	33.7	33.7	100.0
Total		525	100.0	100.0	

FIGURE: 1.22



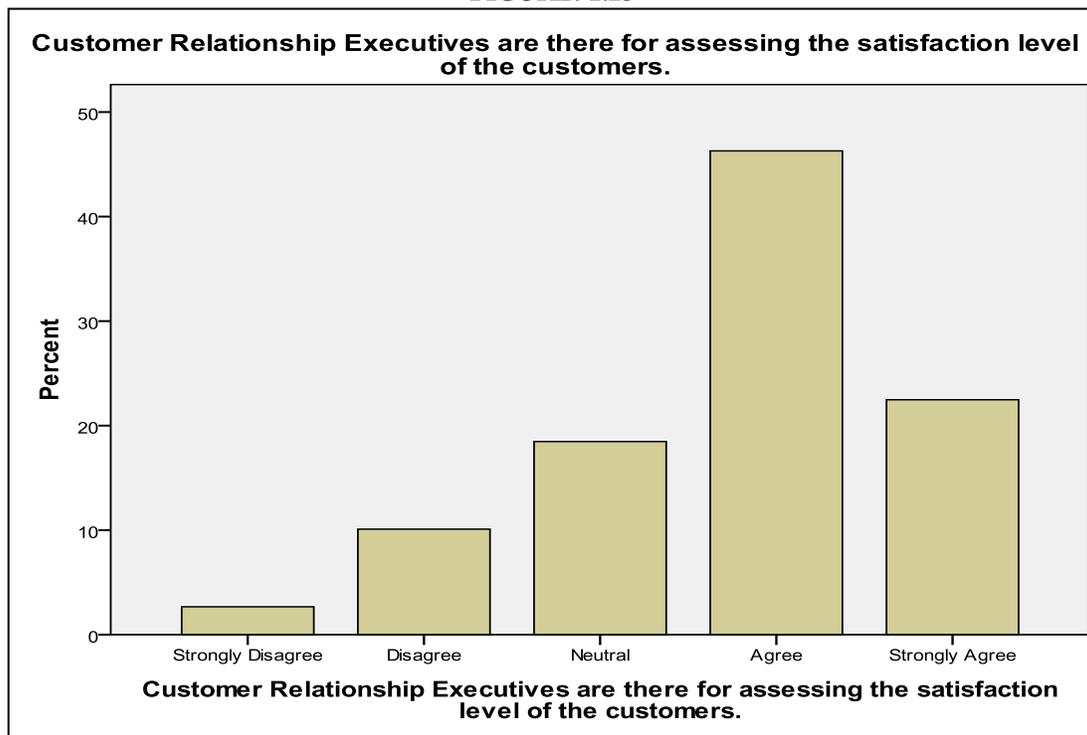
Regular customers are an asset and an important vehicle for word of mouth marketing. Every organization wants to establish and maintain a long lasting relationship with the customers and to lure and retain the regular customers hotels these days offer special packages to celebrate different occasions. Five star hotels in NCR also follow the same strategy as 76% (in table 1.22) of the respondents agreed to the above statement and 15% gave a neutral response as every customer is not a regular customer, questionnaires have been filled by the first time visitors also and only 9% disagreed to the statement.

TABLE: 1.23

Customer Relationship Executives are there for assessing the satisfaction level of the customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	2.7	2.7	2.7
	Disagree	53	10.1	10.1	12.8
	Neutral	97	18.5	18.5	31.2
	Agree	243	46.3	46.3	77.5
	Strongly Agree	118	22.5	22.5	100.0
Total		525	100.0	100.0	

FIGURE: 1.23



Businesses these days have recognized customer relationship management as one of the key success factors. Service organizations especially hotels keep customer relationship executives for assessing the satisfaction levels of customers, understanding their needs and preferences and maintain relationship with them. Table 1.23 shows that 69% of the guests gave a positive response to the statement that customer relationship executives are there for assessing the satisfaction level of guests, 18% gave a neutral response as they may have not experienced or noticed it and 13% disagreed to the statement. So, it indicates that maximum of Five star hotels in NCR are concentrating on and following relation strategies.

TABLE: 1.24

Front office staff taps information for assessing satisfaction level of guests.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.0	1.0	1.0
	Disagree	42	8.0	8.0	9.0
	Neutral	126	24.0	24.0	33.0
	Agree	269	51.2	51.2	84.2
	Strongly Agree	83	15.8	15.8	100.0
	Total	525	100.0	100.0	

FIGURE: 1.24

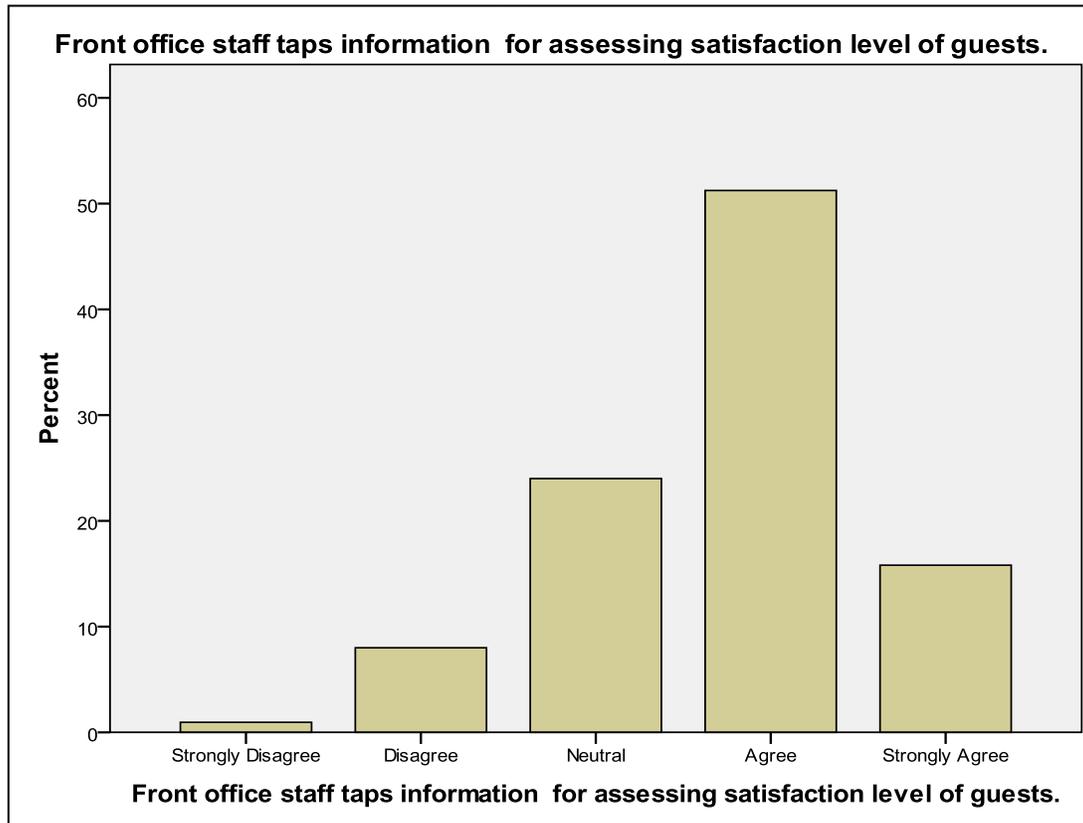


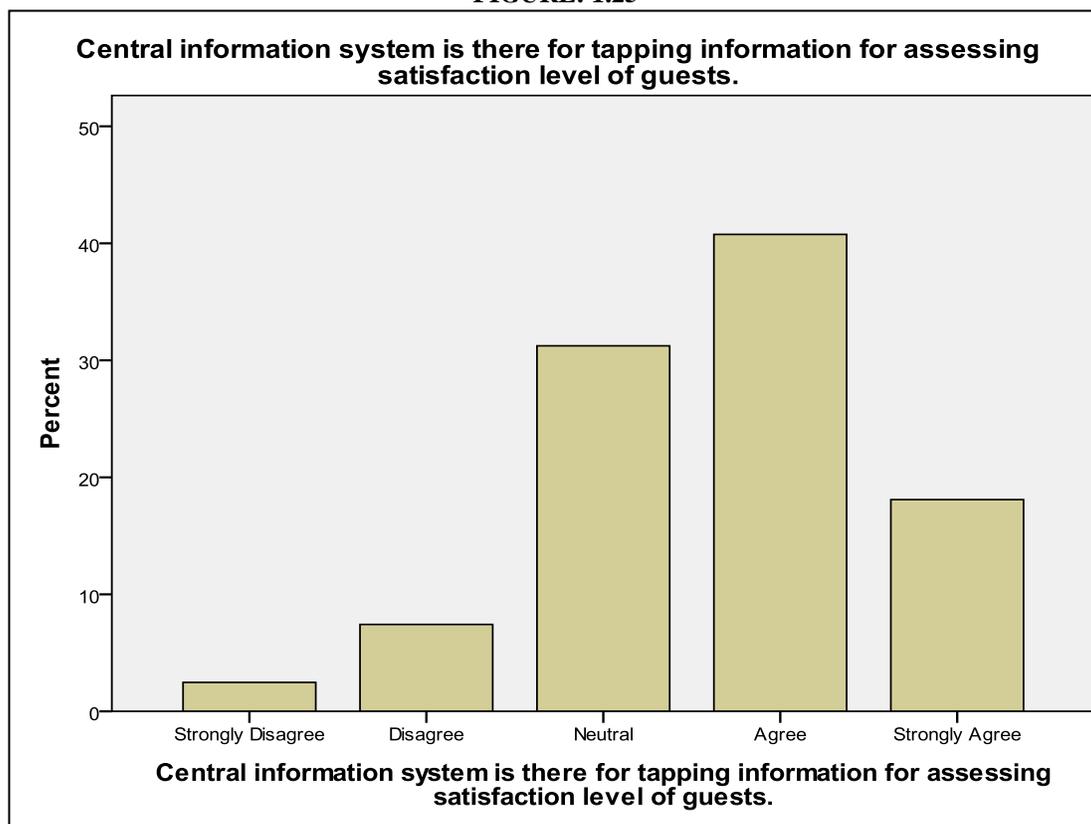
Table 1.24 displays that when asked whether the front office taps information from the guests to assess the satisfaction level 67% gave their agreement while 27% kept neutral to this statement as they may be not be aware of that for what reason information is being collected from the guests or at times the guests are so busy or in rush to checkout that they don't bother to fill the forms. Only a small percentage of respondents disagreed to the statement that is 9%.

TABLE: 1.25

Central information system is there for tapping information for assessing satisfaction level of guests.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	2.5	2.5	2.5
	Disagree	39	7.4	7.4	9.9
	Neutral	164	31.2	31.2	41.1
	Agree	214	40.8	40.8	81.9
	Strongly Agree	95	18.1	18.1	100.0
	Total	525	100.0	100.0	

FIGURE: 1.25



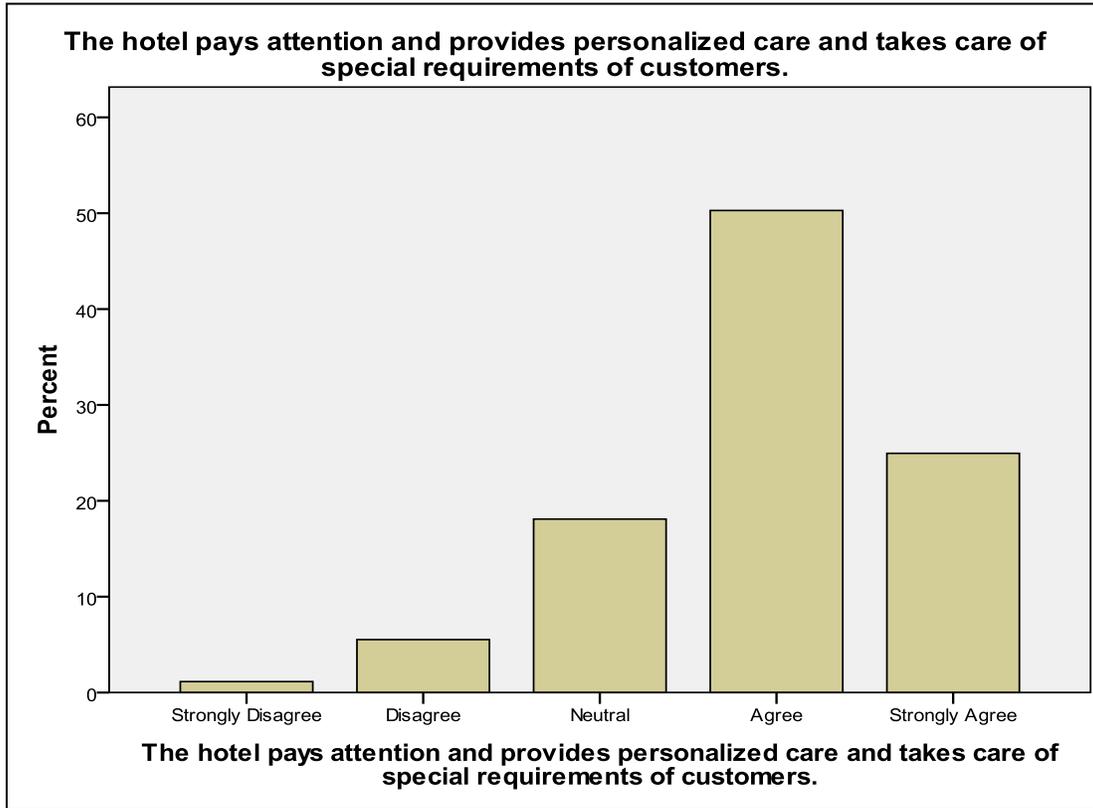
A central information system is a computerized system which is adopted to store and retrieve information about the guests. A complete history of guest reservations can be kept through the use of CRS. Table 1.25 says that 59% of the respondents agreed to the statement and 31% gave a neutral response as it is difficult for the guests to be aware of what information softwares/ data warehouses hotels are maintaining to keep a track of customer visits and 10% disagreed to it.

TABLE: 1.26

The hotel pays attention and provides personalized care and takes care of special requirements of customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	1.1	1.1	1.1
	Disagree	29	5.5	5.5	6.7
	Neutral	95	18.1	18.1	24.8
	Agree	264	50.3	50.3	75.0
	Strongly Agree	131	25.0	25.0	100.0
	Total	525	100.0	100.0	

FIGURE: 1.26

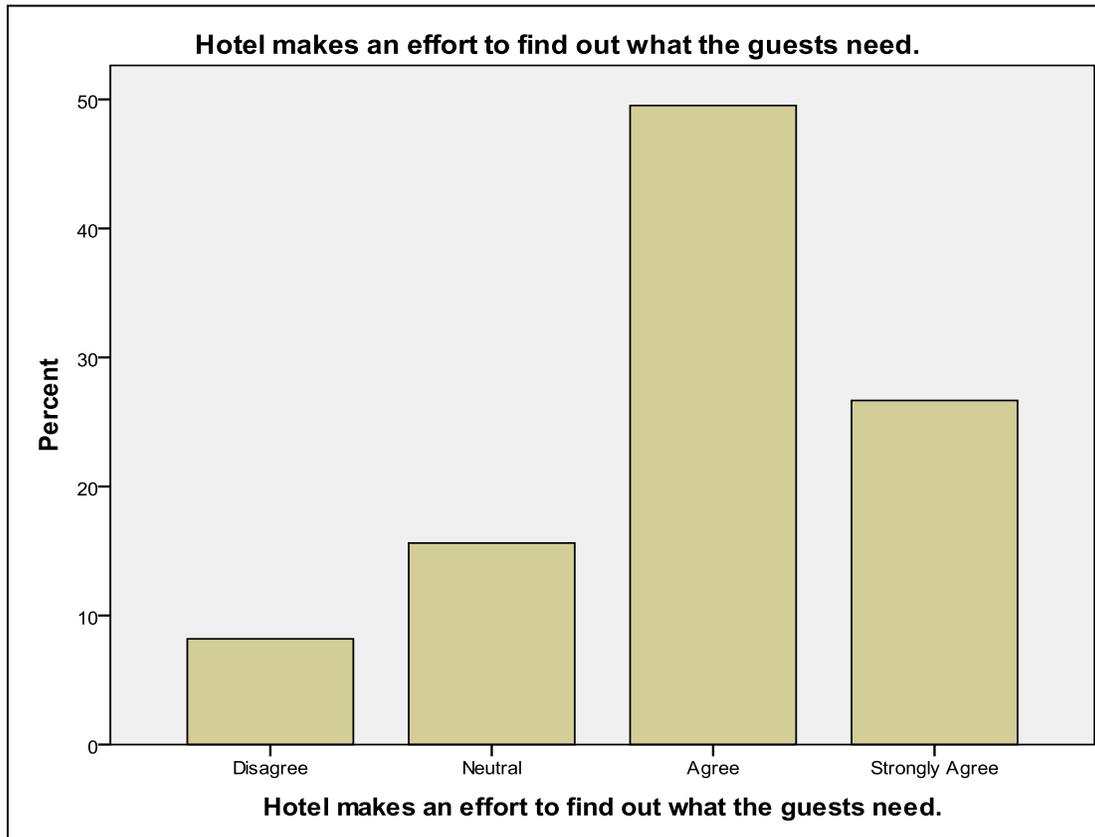


Giving the customer a pleasant stay and for connecting with the guests a personalized touch is given the service delivery. In this current era of hyper competition taking care of specific preferences of customers and acting accordingly really helps in creating a special bond with the guest. According to table 1.26, 75% of the respondents accepted that five star hotels in NCR pay attention and provide personalized care and takes care of the specific requirements. 18% gave a neutral response as they may have not noticed it. Some guests stay in the hotel for a shorter span of time according to their purpose of visit so they don't get time to notice the personal touch. Only 7% disagreed to the statement.

TABLE: 1.27

Hotel makes an effort to find out what the guests need.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	43	8.2	8.2	8.2
	Neutral	82	15.6	15.6	23.8
	Agree	260	49.5	49.5	73.3
	Strongly Agree	140	26.7	26.7	100.0
	Total	525	100.0	100.0	

FIGURE: 1.27



Marketing starts with understanding the needs of customers and then acting accordingly to satisfy those needs. In this era when customers has a wide array of options and every competitor is trying to attract the customer with so many luring schemes, understanding needs and preferences of customers is befitting strategy. According to table 1.27, 76% of the respondents agreed that five star hotels in NCR make an effort to find out the needs of customers. 16% gave a neutral response and only 8% disagreed to it. It shows that Five star hotels in NCR are customer centric and are making an effort to relate with customers.

TABLE: 1.28

The hotel communicates & develop relationship with the guests.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.4	.4	.4
	Disagree	31	5.9	5.9	6.3
	Neutral	73	13.9	13.9	20.2
	Agree	307	58.5	58.5	78.7
	Strongly Agree	112	21.3	21.3	100.0
	Total	525	100.0	100.0	

FIGURE: 1.28

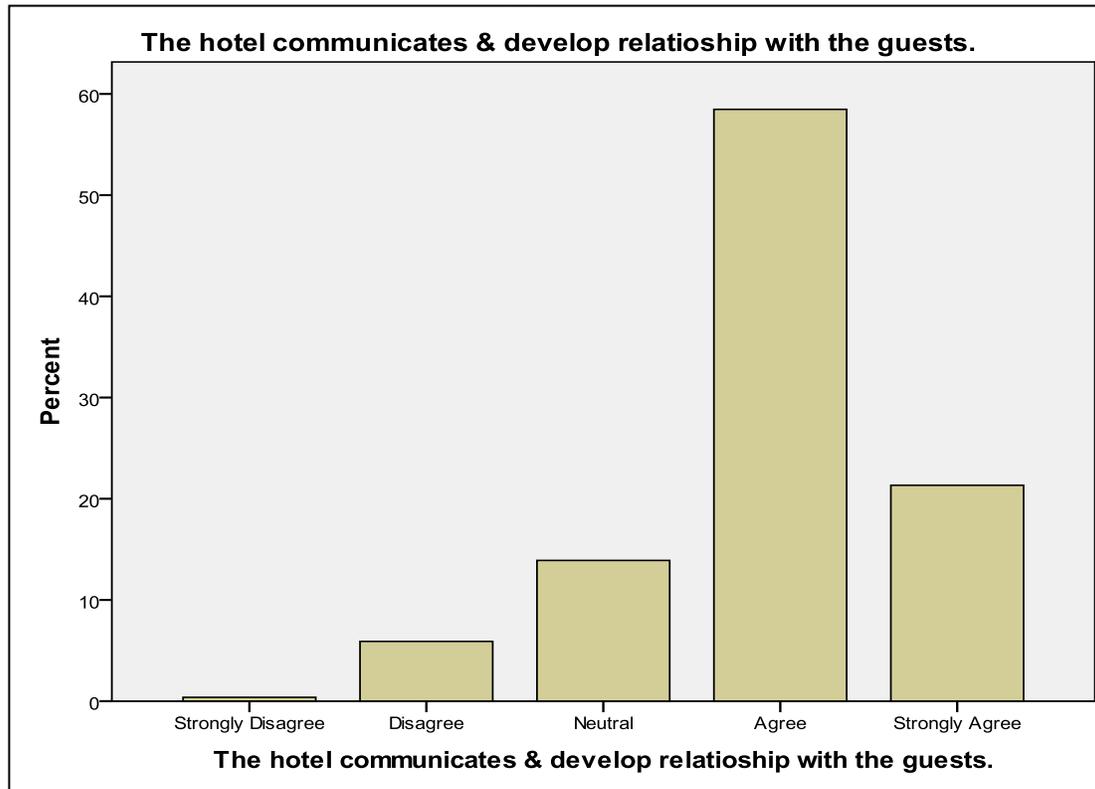
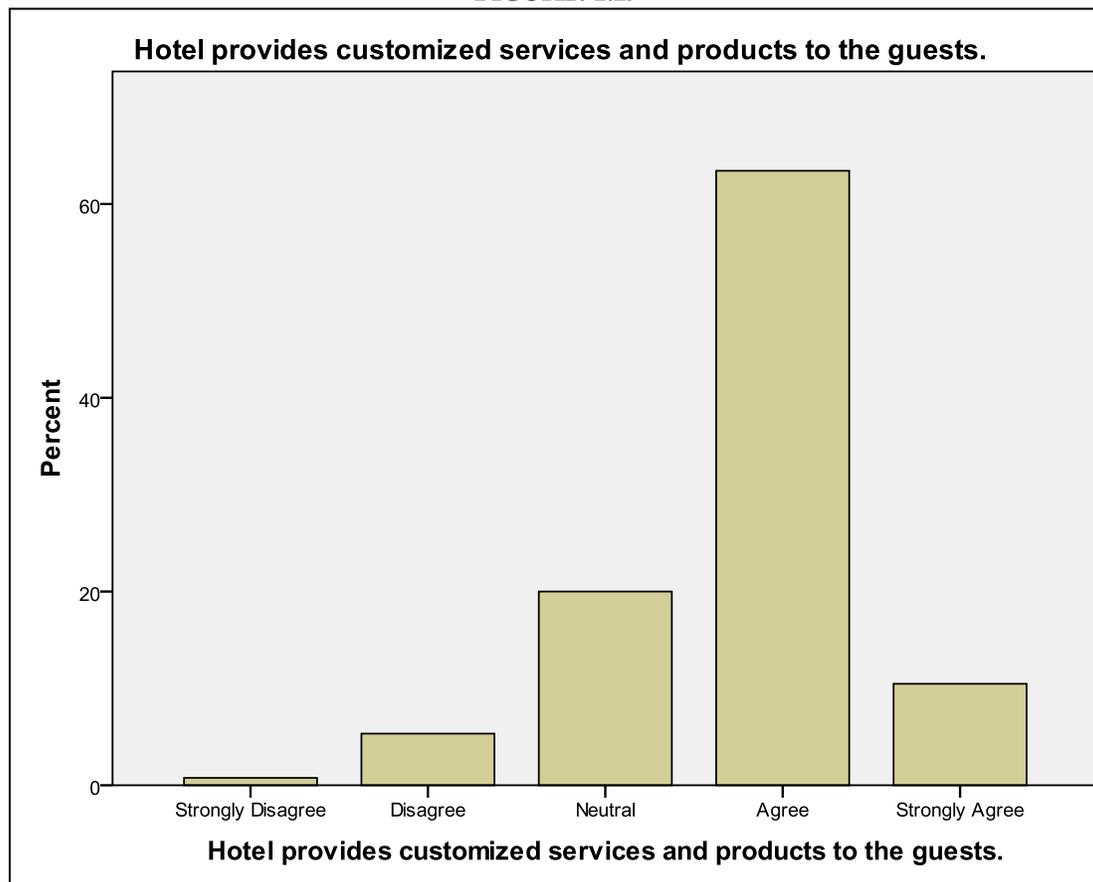


Table 1.28 tells that 80% of the guests agreed that five star hotels in NCR communicate and develop relationship with the guests. 14% gave a neutral response and only 6% disagreed to the statement.

TABLE: 1.29

Hotel provides customized services and products to the guests.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	.8	.8	.8
	Disagree	28	5.3	5.3	6.1
	Neutral	105	20.0	20.0	26.1
	Agree	333	63.4	63.4	89.5
	Strongly Agree	55	10.5	10.5	100.0
Total		525	100.0	100.0	

FIGURE: 1.29



Providing customized services has been an instrumental strategy in establishing and maintaining a long term bond with the customer. Table 1.29 describes the situation as 74% of the respondents acknowledged that Five star hotels in NCR provide customized services and products to the guests whereas 20% gave a neutral response as customization of services cannot be done with every customer and only 6% showed their disagreement.

Conclusion:

So, the above tables and bar charts of item wise percentage analysis of questions testify that the prevalent level of customer relationship management strategies being used in Five star hotels in NCR is quite satisfactory and up to the mark as more than 50% respondents have given agree and strongly agree response in all the questions which have been specially designed to examine the existing level of customer relationship management in the sampled hotels. In sixteen questions out of total of twenty nine more than 70% respondents have given the positive response and in some questions even more than 90% agreement from the respondents has been received. Maximum of the questions (twenty five) the positive response was above 60% and only in four questions the positive response was less than 60%. It demonstrates a very robust and a healthy situation regarding the use of customer relationship management in the sampled hotels.

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