

A comparative analysis of CRM practices between budget, mid-market and premium Hotels of Odisha

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ABSTRACT

Customer Relationship Management (CRM) is presently one of the popular topics in the area of business strategy, information technology and marketing management. Firms that enclasp CRM, seek to provide accordant and personal customer service over time and across multiple touch points. Apparently, the hotel industry, with its focus on customer service and abundance of customer touch points, seems uniquely placed to take advantage of CRM. Customer Relationship Management differs from conventional marketing initiatives, while the latter take primarily a short-term, transaction approach, CRM focuses on maximizing revenue from each customer over the lifetime of the relationship by getting to know each one closely. The firm no longer markets to customers, but it promotes a relationship with them through programs that spreads marketing, operations, information systems, accounting and other organizational functions. Keeping these extensive issues in mind, this paper presents analysis and views on the customer relationship practices by different hotels of Odisha. The main objective of this paper is to compare CRM practices between budget, mid market and premium hotels in Odisha. Data collected from 112 hotels, on 20 CRM parameters and the respondents responded in a 1 to 5 scale to know the CRM practices. It was found that there is a difference between the factors upon which budget hotels and mid market and premium hotels focus.

Keywords: Customer Relationship Management, customer relationship practices, Hotel Industry, budget hotels, mid-market hotel, premium hotel

INTRODUCTION

Customer Relationship Management (CRM) an administrative way of thinking that empowers a firm to turn out to be personally acquainted with its customers is as of now increasing far reaching prominence in numerous enterprises. Firms that grasp CRM endeavor to give steady and individual customer administration after some time and over different touch points. From the start, the hotel industry, with its focus on customer service and variety of customer contact points, appears to be undeniably positioned to exploit CRM activities.

Customer Relationship Management (CRM) is right now probably the most sizzling subject in the fields of business procedure, data innovation, and showcasing management. Set forth plainly, CRM is a management reasoning that requires the reconfiguration of the firm's exercises around the customer. CRM contrasts from conventional promoting activities, while the conventional promotion take predominately a short term transaction approach, CRM centers around amplifying income from every customer over the lifetime of the relationship by becoming more acquainted with every one personally. CRM is likewise, by definition, a cross utilitarian way of thinking that calls for considerable business mix. Consequently, to actualize CRM effectively, a totally different mentality is required. The firm no longer markets to customers, yet it encourages a relationship with them through projects that range promoting, activities, data frameworks, bookkeeping and other hierarchical capacities.

One of the inquiries frequently posed about CRM is, "why bother"? Changing an organization's way of thinking and techniques for activity is inconvenient; creating and keeping up top to bottom customer databases is costly and the advantages of the methodology are not ensured.

Initially, by building up a closer relationship with customers, the firm may increase an upper hand and, through expanded switching costs, might have the option to shield it. Over time single customers ordinarily educate an organization about their individual needs, wants and preferences an exorbitant procedure that they are hesitant to repeat with an opponent. Subsequently, becoming more acquainted with customers personally makes a hindrance to impersonation of the leader's strategy.

Second, effective CRM can prompt increased customer fulfillment. Appropriately actualized, the customer-organization dialogue encourages the fitting of items and services closely to individual needs, and the improvement of new items and services to address changing needs or even envision future needs.

Third, utilizing CRM methods adds to diminishing overall marketing expenditures. Securing new customers is evaluated to be more costly than continuing existing ones. Furthermore, building up a closer relationship with customers is thought to expand customer loyalty, and loyal customers are thought to remain with the firm more, purchase more from it, and purchase all the more frequently. An oft-cited measurement is that organizations can improve profitability by somewhere in the range of 25 and 85 percent by decreasing customer defections by 5 percent. While the estimation of loyalty is at present being debated, for quite a while lodging firms have been encouraging loyalty through continuous traveler programs and CRM might be viewed as the sensible subsequent stage.

The above contentions offered by CRM defenders recommend that CRM prompts higher benefit because of increased sales, declining customer acquisition costs, and expanding profitability of customers ready to pay a premium for "better" service.

A few management professionals caution that investment in CRM is not directly for everybody. In a small or niche business, for instance, it is generally simple to stay in contact with customers' preferences. However, on account of the noteworthy increment in the amount of data that must be managed as the firm's

scale and scope increase, effective CRM requires huge invests in innovation, process upgrade, and people. A significant hotel chain must manage considerably bigger measures of information than does a little hotel to accomplish a comparative relationship with its customers.

REVIEW OF LITERATURE

Berry (1983), LL. Shostack, GL and Upha, GD (Eds) have explored that the marketers and customers must have a reciprocal goodwill and interaction to remove mistrust, risk of mis-understanding and improving the bond and partnership towards a healthy CRM.

Berry and Persuraman (1991) have argued that excellent service cannot be produced, packed and delivered to the customer. It has to be inculcated in the mind of the customers by building bridge of several pillars like quality, relationship, marketing etc.

Bitner (1995) inferred in her research about the significance of several marketing tools connected with the serviceability to the customers' delight. These are trust, multiple levels in marketing for retaining relationship with target customers, attaining profitable customers etc.

Chatterjee, J. (2000) has stated that marketing has evolved over time and new technologies of CRM, e-CRM etc have replaced the old and traditional marketing methodologies. It has become customer mind-centric based on loyalty, scope and efficiency. From a mass approach, the phenomenon has been transformed to personal and one to one marketing by maintaining a big and personalized database of each and every customer.

Caroline Tynan and O' Malley (2001) have indicated that customers of any industry have a special interpersonal relationships with the organizations which is very different from that of their relatives, friends or families. Moreover, this relationship is not based on any offers, but it is of faith, mutual trust and more of humanly.

Regis McKenna (1991) had figured out the transformation from manipulative to relationship approach of marketing. It is more about educating a customer by sharing knowledge through intense involvement rather than only confined to just selling. This enhances the credibility of company as well as that of the marketing executive. As a result of which the customer feels about the person more like a friend, advisor and well-wisher than just a simple salesman who has a target to reach by selling the product by hook or by crook.

Rout, Debasish and Mishra, S J (2020) have opined service quality is an important factor as far as the satisfaction of the customer is concerned irrespective of any sectors like aviation, hospitality etc. Well-satisfied customers have a great amount of positivity on the brand and they become loyal and even spread

with the word of mouth publicity at different forums.

Sheth, J. N. et al (1998-2000), had tried to differentiate the product centric, customer centric approach of marketing to reinforce the buying behavior of customers. The main element of this differentiation is the degree of involvement which is very crucial to understand the customer whether he is going to buy or not.

Srivastava, R.K., Shervani, T.A. & Fahey, L. (1999) have found out through their research that the modern marketing has made a giant leap forward by installing advanced technology like sales force automation, which has accelerated the customer-organization relationship through CRM.

Rajan Varadarajan, P. (1986) gives an overview by emphasizing the factor of productivity through sales promotion by cooperation and building the customer franchise through intercompany and intracompany promotions. This enhances the faith of the customers and they develop complete reliability on the services they receive.

OBJECTIVE

To compare CRM practices between budget, mid-market and premium hotels in Odisha

RESEARCH METHODOLOGY

The present study has been conducted in the state of Odisha in cities like Bhubaneswar, Cuttack, Balasore, Berhampur, Sambalpur and Rourkela. The hotels operating in Odisha were purposely selected for the present study. Data have been collected using structured questionnaire and the respondents were approached personally. Data were collected from 112 hotels constitute the sample for the study. The list of hotels was collected from the official sources of Odisha Tourism Development Corporation (OTDC). All the hotels in the list were selected for the study but only 112 hotels have responded and found suitable for the study.

While choosing hotel officials, the method of judgement sampling was used. The data for the study was collected in an instrument consists of self-administered questionnaire to access the CRM practices of hotels.

An appropriate pilot test study was conducted in five different hotels of Odisha. The results of the pilot test provided valuable information and the instrument was amended accordingly

Cronbach alpha reliability test was ran on the data collected to determine the reliability of data collected. Results showed that all the values were above 0.80. Nunnally (1978) suggested that the minimum of 0.70 would be an acceptable level.

Ultimately, data from 112 hotels were collected, which were analysed in the subsequent sections. The data were processed through SPSS (statistical package for social sciences) and analysis was made by

drawing cross-tables, calculating percentage, and by applying factor analysis where-ever reduction of factors are required.

DATA ANALYSIS

PROFILE OF HOTELS

The data collected from the respondents were classified mainly by category of hotel; namely Budget Hotel, Mid market hotel and Premium hotel. Table -1 describes the profile of the sample. The category of the hotel is defined on average tariff per room per day. However, for simplicity the researcher has defined the category of the hotel, as average tariff per room per day upto Rs. 1500 is budget hotel , up to 4000 is mid market hotel, and above Rs.4000 is premium hotel.

Table- 1 : Sample Profile

Category of Hotel	Frequency	Percentages
Budget	26	23
Mid market	56	50
Premium	30	27
Total	112	100

Fig. 1 Sample profile

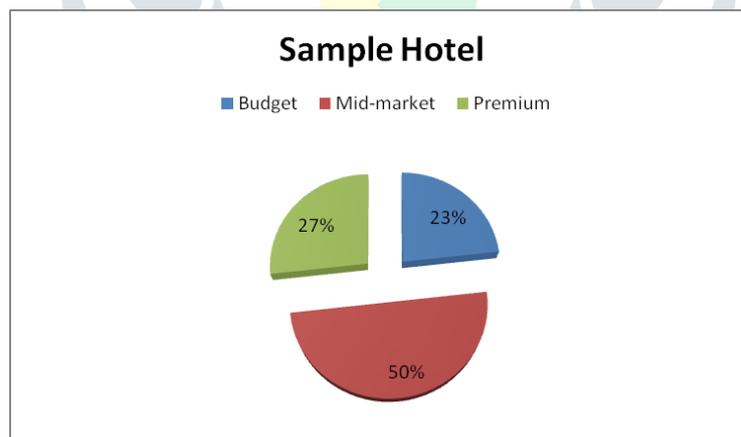


Table-1 shows the sample profile of hotels. The sample consists of 112 hotels which includes 26(23%) of budget hotels, 56 (50%) of mid market hotels and 30 (27%) of premium hotel shown in fig-1.

CRM PRACTICES IN HOTELS

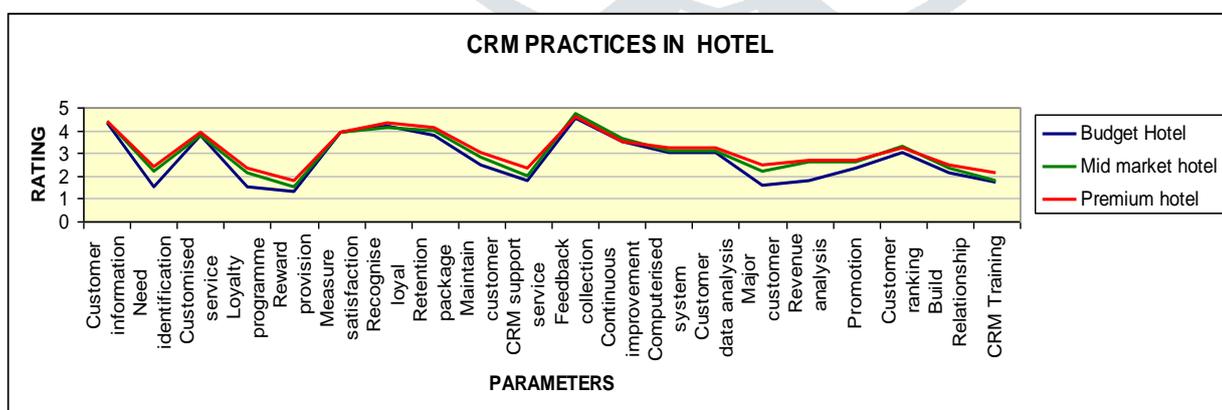
Table -2 shows the mean value of various CRM parameters rated by hotels in a 1 to 5 scale across the hotel category and between the hotels. The response was collected from 112 hotels on 20 CRM parameters and the respondent responded in a 1 to 5 scale to know the CRM practices adopted by the respective hotels.

The scale is defined as : 1.never 2.rarely 3.sometimes 4.mostly 5.always

Table -2 CRM practices by Hotel

CRM Parameters	Budget Hotel mean	Mid market hotel mean	Premium hotel mean	Across the hotel mean
Customer information	4.3	4.4	4.4	4.4
Need identification	1.5	2.2	2.4	2.0
Customised service	3.8	3.8	3.9	3.8
Loyalty programme	1.5	2.1	2.3	1.9
Reward provision	1.3	1.5	1.8	1.6
Measure satisfaction	3.9	3.9	3.9	3.9
Recognise loyal customer	4.2	4.1	4.3	4.2
Retention package	3.8	4.0	4.1	4.0
Maintain customer relations	2.5	2.8	3.0	2.8
CRM support service	1.8	2.0	2.3	2.0
Feedback collection	4.5	4.7	4.6	4.6
Continuous improvement	3.5	3.6	3.5	3.5
Computerised system	3.0	3.1	3.2	3.1
Customer data analysis	3.0	3.1	3.2	3.1
Major customer analysis	1.6	2.2	2.5	2.1
Revenue analysis	1.8	2.6	2.7	2.3
Promotion	2.3	2.6	2.7	2.5
Customer ranking	3.0	3.3	3.2	3.2
Build Relationship	2.1	2.3	2.5	2.3
CRM Training	1.7	1.8	2.1	1.9

Fig. 2 CRM practices by Hotel



The table-2 shows customers feedback collection scored highest point 4.5, customer information collection scored 4.3, recognizing loyal customer scored 4.2 in Budget Hotel category and customer need identification, offering a loyalty program and reward provision, analysis of major customer, CRM training, revenue analysis, provision of CRM support service scored below 2 in 1-5 scale. In mid market hotel category collection of customer information recognizing royal customer, retention package offering customer

feedback collection scored above 4 point and reward provision, CRM training to staff members scored below the point 2. In premium hotel customer information collection, recognize royal customer, retention package offering scored above 4 point where as reward provision scored below the point 2. Across the hotel industry the collection of customer information, reorganization of loyal customer, retention package offering, collection of customer feedback are appreciable.

Results of PCA – Budget Hotels

Principal component analysis (PCA) was used to interpret the 20 parameters of CRM practices by hotels (given in table 3(A), 3 (B); and 3 (C)). The results of the factor analysis for budget hotels are given in the subsequent tables. Table 3 (A) depicts the total variance explained by the first four factors is 89.9 %. Similarly, Table 3 (B), given the Rotated component matrix indicating the loadings of different factors.

Table 3 (A) Results of Factor Analysis (Budget Hotel)

Total Variance Explained

	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.015	65.076	65.076	13.015	65.076	65.076	7.296	36.480	36.480
2	2.540	12.698	77.774	2.540	12.698	77.774	5.819	29.094	65.573
3	1.286	6.432	84.206	1.286	6.432	84.206	3.519	17.596	83.169
4	1.139	5.695	89.901	1.139	5.695	89.901	1.346	6.732	89.901
5	0.657	3.285	93.186						
6	0.354	1.770	94.956						
7	0.280	1.398	96.354						
8	0.216	1.079	97.433						
9	0.144	0.721	98.155						
10	0.119	0.595	98.749						
11	0.104	0.518	99.268						
12	0.067	0.337	99.605						
13	0.031	0.154	99.759						
14	0.028	0.139	99.898						
15	0.018	0.091	99.990						
16	0.002	0.008	99.997						
17	0.001	0.003	100.000						
18	0.000	0.000	100.000						
19	0.000	0.000	100.000						
20	0.000	0.000	100.000						

Extraction Method: Principal Component Analysis.

Table 3 (B) Results of Factor Analysis (Budget Hotel)

Rotated Component Matrix

	Component			
	1	2	3	4
Collection of personal information	0.893	0.181	0.242	0.055
Need identification	0.332	0.901	0.125	-0.075
Customised service	0.351	0.277	0.799	0.181
Loyalty programme	0.338	0.887	0.149	0.088

Reward provision	0.360	0.843	0.235	-0.012
Measure satisfaction	0.677	-0.040	0.583	0.367
Recognise loyal customer	-0.119	-0.168	-0.068	-0.949
Retention package	0.268	0.377	0.813	-0.161
Maintain customer relations	0.715	0.607	0.130	0.157
CRM support service	0.824	0.443	0.217	0.088
Feedback collection	0.256	-0.011	0.893	0.059
Continuous improvement	0.675	0.155	0.518	0.124
Computerised system	0.755	0.375	0.417	0.123
Customer data analysis	0.778	0.302	0.361	-0.102
Major customer analysis	0.204	0.893	0.102	0.211
Revenue analysis	0.245	0.935	0.096	0.133
Promotion	0.677	0.493	0.383	0.040
Customer ranking	0.736	0.459	0.194	0.302
Build Relationship	0.882	0.365	0.204	0.017
CRM Training	0.844	0.389	0.209	0.053

Extraction Method: Principal Component Analysis, Rotation Method: Varimax with Kaiser Normalization.

Table 3(C) Results of Factor Analysis (Budget Hotel)

Factor	Variables	% of variance
Factor-1	Collection of personal information, CRM support service, Customer data analysis, Customer ranking, Build Relationship CRM Training	36.480
Factor-2	Need identification Loyalty programme Reward provision Major customer analysis Revenue analysis	29.094
Factor-3	Customised service Retention package Feedback collection	17.596
Factor-4	Recognise loyal customer	6.732

As indicated from the table 3(C) first factor comprises of six components which have factor loadings more than 0.7 is considered and they explain 36.48 percent of the variances. Similarly, second factor comprising of five components explain 29.09 percent of variations, the third factor comprises of three components explain 17.59 percent of variance and the fourth factor explains 6.73 percent of variance and includes a single component. The loadings of different components indicate the relative importance of those factors.

Results of PCA – Mid Market Hotels

Table 4(A), 4 (B) and 4(C)) shows the results of the factor analysis for mid market hotels. Table 4(A) depicts the total variance explained by the first three factors is 82.97 %. Similarly, Table 4(B), given the Rotated component matrix indicating the loadings of different factors.

Table 4(A) Results of Factor Analysis (Mid Market Hotel)

	Total Variance Explained								
	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.027	70.136	70.136	14.027	70.136	70.136	11.249	56.243	56.243
2	1.393	6.965	77.101	1.393	6.965	77.101	4.137	20.687	76.930
3	1.175	5.875	82.976	1.175	5.875	82.976	1.209	6.046	82.976
4	0.776	3.882	86.858						
5	0.601	3.006	89.864						
6	0.540	2.702	92.566						
7	0.310	1.551	94.117						
8	0.283	1.415	95.532						
9	0.253	1.265	96.796						
10	0.168	0.842	97.639						
11	0.105	0.526	98.165						
12	0.079	0.396	98.561						
13	0.074	0.368	98.929						
14	0.064	0.322	99.251						
15	0.051	0.256	99.507						
16	0.042	0.210	99.717						
17	0.029	0.143	99.860						
18	0.014	0.068	99.928						
19	0.010	0.048	99.976						
20	0.005	0.024	100.000						

Extraction Method: Principal Component Analysis.

Table 4(B) Results of Factor Analysis (Mid Market Hotel)

	Rotated Component Matrix		
	Component		
	1	2	3
Collection of personal information	0.708	0.475	0.016
Need identification	0.891	0.276	0.088
Customised service	0.684	0.614	-0.061
Loyalty programme	0.867	0.320	0.065
Reward provision	0.860	0.253	0.140
Measure satisfaction	0.552	0.717	-0.204
Recognise loyal customer	0.004	-0.073	0.899
Retention package	0.328	0.628	0.434
Maintain customer relations	0.856	0.401	-0.091
CRM support service	0.911	0.307	0.097
Feedback collection	0.123	0.907	-0.009
Continuous improvement	0.509	0.683	-0.150
Computerised system	0.825	0.464	0.057
Customer data analysis	0.796	0.267	-0.010
Major customer analysis	0.881	0.143	-0.065
Revenue analysis	0.880	0.204	-0.105
Promotion	0.808	0.380	0.030
Customer ranking	0.779	0.401	-0.239
Build Relationship	0.916	0.320	0.087
CRM Training	0.885	0.281	0.109

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Table 4(C) Results of Factor Analysis (Mid Market Hotel)

Factor	Variables	% of variance
Factor-1	Need identification Loyalty programme Reward provision Maintain customer relations CRM support service Computerised system Major customer analysis Revenue analysis Build Relationship CRM Training	56.243
Factor-2	Measure satisfaction Feedback collection Continuous improvement	20.687
Factor-3	Recognise loyal customer	6.046

Table 4(C)) indicates that the first factor comprises of ten components explaining 56.24 percent of the variances, Similarly, second factor comprising of three components explain 20.68 percent of variations, the third factor explains 6.04 percent of variation , includes a single component. The loadings of different components indicate the relative importance of those factors.

Results of PCA – Premium Market Hotels

Principal component analysis (PCA) was also used to interpret the 20 parameters of CRM practices by premium hotels, given in table 5(A), 5(B); and 5(C). The results of the factor analysis for premium hotels are given in the subsequent tables. Table 5(A) depicts the total variance explained by the first three factors is 87.48 %. Similarly, Table 5(B), given the Rotated component matrix indicating the loadings of different factors. Table 5 (C) indicates that the first factor comprises of nine components explaining 58.05 percent of the variances, second factor comprising of five components explain 21.51 percent of variations. The loadings of different components indicate the importance of those factors. Similarly the third factor comprises of one component and explains 7.91 percent of variations.

Table 5 (A) Results of Factor Analysis (Premium Hotel)

	Total Variance Explained								
	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.018	75.091	75.091	15.018	75.091	75.091	11.611	58.057	58.057
2	1.433	7.167	82.258	1.433	7.167	82.258	4.302	21.512	79.569
3	1.045	5.223	87.481	1.045	5.223	87.481	1.582	7.912	87.481
4	0.660	3.301	90.782						
5	0.466	2.330	93.112						
6	0.310	1.551	94.662						

7	0.272	1.360	96.023					
8	0.195	0.974	96.996					
9	0.156	0.779	97.775					
10	0.115	0.576	98.351					
11	0.100	0.499	98.850					
12	0.062	0.309	99.159					
13	0.046	0.230	99.389					
14	0.038	0.189	99.578					
15	0.028	0.142	99.720					
16	0.023	0.117	99.837					
17	0.017	0.085	99.922					
18	0.010	0.049	99.972					
19	0.005	0.023	99.994					
20	0.001	0.006	100.000					

Extraction Method: Principal Component Analysis.

Table 5 (B) Results of Factor Analysis (Premium Hotel)

Rotated Component Matrix

	Component		
	1	2	3
Collection of personal information	0.774	0.518	-0.083
Need identification	0.900	0.190	0.241
Customised service	0.619	0.686	0.026
Loyalty programme	0.898	0.322	0.130
Reward provision	0.793	0.441	0.225
Measure satisfaction	0.571	0.664	-0.004
Recognise loyal customer	0.181	0.065	0.953
Retention package	0.432	0.660	0.179
Maintain customer relations	0.915	0.299	0.093
CRM support service	0.875	0.352	0.221
Feedback collection	0.032	0.931	0.081
Continuous improvement	0.621	0.623	0.099
Computerised system	0.846	0.418	0.148
Customer data analysis	0.759	0.369	0.388
Major customer analysis	0.825	0.289	0.375
Revenue analysis	0.876	0.191	0.258
Promotion	0.884	0.261	0.195
Customer ranking	0.901	0.230	-0.046
Build Relationship	0.901	0.359	0.073
CRM Training	0.839	0.448	0.096

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Table 5 (C) Results of Factor Analysis (Premium Hotel)

Factor	Variables	% of variance
Factor-1	Need identification Loyalty programme Maintain customer relations CRM support service Computerised system Major customer analysis Revenue analysis Build Relationship CRM Training	58.057
Factor-2	Customised service Measure satisfaction	21.512

	Retention package Feedback collection Continuous improvement	
Factor-3	Recognise loyal customer	7.912

CONCLUSION

It has been observed that different category of hotel give importance to different factors. In budget hotels customers feedback collection, customer information collection, recognizing loyal customer are more important and customer need identification, offering a loyalty program and reward provision, analysis of major customer, CRM training, revenue analysis, provision of CRM support service are less important. In mid market hotel category collection of customer information, recognizing loyal customer, retention package offering, customer feedback collection are more significant factors and reward provision, CRM training to staff members are less significant. In premium hotel customer information collection, need identification, Loyalty programme, maintain customer relations, CRM support service, Computerised system, major customer analysis, revenue analysis, building relationship, CRM Training, recognize loyal customer, feedback collection are more important whereas reward provision is less important. Across the hotel industry the collection of customer information, reorganization of loyal customer, retention package offering, collection of customer feedback are factors which are appreciable.

So far as the practices of CRM is concerned in hotels of Odisha, it is in the beginning stage. Very few hotels are understanding the role of CRM to satisfy the customer retain them for a longer period and expand their business through customer delight. But this is high time for hotelier's in Odisha to adopt CRM for long run sustainability through strategic implementation of CRM.

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