

## An Empirical Investigation of Customer Relationship Management Practices: Hoteliers Perspective in Selected Hotels of Gujarat State



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### Abstract

The Indian hospitality industry has emerged as one of the key industries driving growth of the services sector in India. It has evolved into an industry that is sensitive to the needs and desires of people. The fortunes of the hospitality industry have always been linked to the prospects of the tourism industry and tourism is the foremost demand driver of the industry ([www.dnb.co.in](http://www.dnb.co.in)).

The hotel industry forms an integral part of the hospitality industry, this industry is very wide which includes various other fields like event planning, cruise line etc. The hotel industry is very attractive in terms of giving job and generating income. In India, the total market size of the tourism and hospitality industry stood at USD 117.7 Billion in the year 2011 and is anticipated to touch USD 418.9 Billion by the year 2022. The success of the hotel industry in India is second only to China in the entire Asia Pacific. Further, India is a developing global business hub which offers attractive investment propositions for both luxury and moderate-tier hotels. India is projected to be number one for growth globally in the wellness tourism sector in the next five years, clocking over 20 percent gains annually through 2017. With opportunities aplenty, the future of the hotel industry in India looks very promising ([www.nishithdesai.com](http://www.nishithdesai.com)).

The researcher has conducted an empirical research study based on primary data gathered using structured non-disguised questionnaire from total number of 204 hotel managers' and their other senior staff members who can be referred as hoteliers that were gathered from 51 hotels located in Ahmedabad, Baroda, Surat and Rajkot Cities of the Gujarat State.

The study was aimed at examining the feedback of selected hoteliers on their perceived importance concerning objectives of maintaining customer relationship with hotel guests and their perceived importance on selected Customer Relationship Management practices as well as to identify selected hoteliers' efforts for increasing volume of business in the selected cities of the Gujarat State. An attempt was made by the researchers to offer findings and implications for improving Customer Relationship Management practices in the hotels in the Gujarat State.

**Key Words :** Customer Relationship Management

### Introduction

The Indian tourism and hospitality sector plays a very important role in contributing to the expansion of service sector. The Indian Tourism is a prospective game changer. Tourism is a growing industry which acts as an employment generator, an important source of foreign exchange for the country and an economic activity that helps local and host communities ([www.ibef.org](http://www.ibef.org)). Tourism is also a potentially large employment generator besides being a significant source of foreign exchange for the country. During January-July 2018 FEEs from tourism increased 12.1 per cent year-on-year to US\$ 17.09 billion. Foreign tourist arrivals into the country are forecast to increase at a CAGR of 7.1 per cent during 2005–25. The number of Foreign Tourist Arrivals (FTAs) in February 2018 was 1.05 million as compared to FTAs of 956,000 in February 2018 and 849,000 lakh in February 2016. ([www.ibef.org](http://www.ibef.org)). It shall double the number of

branded hotel rooms from 100, 000, and shall also add over 300 hotel properties (www.thehospitalityindia.com).

The Indian Government came out with various modifications to give boost to the growth of hotel Industry by giving schemes for investment, assistance for building best infrastructure, boost to better land and air connectivity, giving incentives for regional set-up in tier III and IV cities, by investigating the unexploited geographical resources. It has also resulted into evidential growth in various categories of rooms. (www.businessstandard.com). ICRA Ltd rating agency expects the revenue growth of Indian hotel industry strengthening to 9-11 per cent in 2015-16 (www.ibef.org).

### **Key Terms of the Research Study**

It mainly includes following.

### **Customer Relationship Management [CRM]**

CRM is a process that involves identifying customer wants and expectations managing them, closely monitoring the customer experience, anticipating problems and taking appropriate actions to foster and nurture relationships (Nancarrow Rees, Stone, 2003).

### **Review of literature**

The researchers had made an attempt to outline in brief review of literature on Customer Relationship Management in Hotel industry.

Customer Relationship Management involves procedure of obtaining customers by understanding and meeting customers need so, as to meet the expectations of ongoing customers and attracting new one.

It requires lot of determination and involvement of all levels of the organization in implementing the relationship strategies which would be beneficial to all. (H. Peeru Mohamed and A. Sagadevan, 2003). It is aimed at improving marketing productivity that can be achieved by increasing marketing efficiency and through enhancing marketing effectiveness. It is found to be an integrated effort to maintain and build up a network with an individual customer, and to continuously strengthen the network for the mutual benefit of both sides through interactive individualized and value-added contacts over a longer period of time (Adrian Payne, 2005).

Diana Luck; Geoff Lancaster (2013) had identified the role of customer relationship marketing or CRM as a strategic solution to hotels or part of their strategies. It was revealed that perspective of customer based conditions remains a basic sign of the benefit received by the hotel Industry from a long term plan and a focused approach. It is contended that the success of any long term plan depends on company's expertise in identifying the right customer and fulfilling their needs by providing superior customer value. It is necessary to understand the fundamentals of CRM to optimally mix CRM in their strategies for getting maximum benefit from available opportunities. The researchers outlined that it would require hotels to apply three important strategies linked with CRM which are procuring, retaining and account development of customer. (Ibid).

Gagandeep Banga et al. (2013) had attempted to study CRM practices in hotel industry based on a sample of 10 hotels that were randomly chosen from the list obtained from Restaurant and Hotel Association of Ludhiana. It revealed that the most common activities undertaken were studying the existing database of the customers and personal counseling. It was also found that the benefits of CRM have increased customer satisfaction and customer loyalty respectively.

Tanvi Beniwal and Leelaram, (2013) had identified the marketing practices and business performance in hotel industry in Chandigarh (India). It was discovered that cooperation with individual customer, relationship with visit administrator, travel organizations and aircrafts, image of colleagues and partners' loyalty and reward program were essential. The investigation additionally uncovered that real advantages were development in incomes; support of guest relationship and development in potential guests.

Snehal Chauhan et al. (2014) had given a comprehension so as to meet and fulfill the desires of visitor in regards to lodging administrations; hoteliers have received a Customer Relationships Management practice which is joined with Information Technology, which has resultant into eCRM. The investigation had additionally inferred that CRM rehearses in hotels would prompt maintenance of existing guests and option of new guests. The researchers had attempted to highlight on the various literatures undertaken by various researchers in the area of CRM.

Dr. B. Angamuthu (2015) had analyzed the relationship of CRM practices on customer satisfaction in the hotel sector. The researcher had examined the impact of customer satisfaction on customer loyalty and customer retention practices in the hotel sector for which field survey was conducted with the help of questionnaire and the responses were collected from 100 customers who had used the hotel services at least one whole day in Uthagamandalam Taluk of Nilgiris District. The investigation had uncovered that execution of CRM rehearses like guest relationship updating capacity; guest introduction procedures, guest esteem, guest collaboration the executives rehearses, guest contact projects and CRM hotelation were decidedly associated with consumer loyalty in the hotel area. The researcher has inferred that the customer loyalty was essentially and emphatically connected with guest unwaveringness and their maintenance rehearses in the hotels.

Dr. Abdel Fattah Mahmoud Al-Azzam (2016) evaluated the relationship between CRM dimensions and hotel performance in Jordan. The researcher surveyed a sample of 50 hotels in Jordan and uses correlation and regression for analyses and testing. Based on these findings, this study demonstrates a significant relationship between CRM dimensions and hotel performance. Maureen adhiambo kangu (2017) studied all the listed hotels and lodges thus employing a census approach. The researcher studied 147 customer relationship managers or their equivalent in

the 147 hotels and Lodges. The outcomes uncovered that there was a connection between hotelovation foundation, administration quality, guest introduction and guest unwaveringness. The discoveries showed that the hotel business had compelling however not adequate hotelovation framework.

## Research Methodology

Research methodology mainly consists of following:

The researcher has used descriptive research design to seek responses of selected hoteliers on their perceived importance concerning their objectives of maintaining relationship with their hotel guest', Customer Relationship Management practices practiced by them, and their efforts for increasing volume of business that have influenced their way maintaining and retaining their hotel guests' who were conveniently drawn by applying non-probability sampling design on the basis of convenience sampling method for the collection of the required primary data.

Data were collected from total 204 respondents from 51 hotels located in Ahmedabad, Baroda, Surat and Rajkot Cities of the Gujarat State. In this research study required primary data were collected using structured-non disguised questionnaire supported with personal interviewing of the selected hoteliers' from 51 hotels of the selected cities of the Gujarat State.

The targeted population was defined as hotel managers' and their other senior staff members who were employed and were conveniently drawn for the collection of the primary data that were gathered using structured non-disguised questionnaire supported with personal interviewing. The researchers has given profile of hoteliers' and have applied Chi-square test to offer findings, implications as well as recommendations for formulation and modifications of marketing strategies concerning Customer Relationship Management practices for the Hotel Industry.

## Reliability of the Structured Non-Disguised Questionnaire

The reliability test was applied to test each of the selected aspects of the questionnaire related with measuring Hotelier efforts for CRM practices. The Cronbach's alpha extended from 0.533 to 0.891 to decide how unequivocally the sentiments of selected hoteliers were identified with one another, and furthermore to look at its composite score (Naresh K. Malhotra, 2007 and Jum C. Nunnally, 1981). [Please Refer Appendix-Table Number-01].

## Profile of Selected Respondents

Total numbers of 204 responses were finally considered that were gathered from 51 hotels located in the selected cities of the State of Gujarat. In all, 46 respondents were chosen from the Vadodara city, 101 respondents from the Ahmedabad city, 25 respondents from the Surat city, and 32 respondents were drawn from the Rajkot city respectively. Overall 75 percent of the hotel staff members were males whereas 25 percent of them were females. It implies that there exists scope for females to build up her vocation in hotel industry in the State of Gujarat. By

and large 44.12 percent of the hotel staff individuals were found as unmarried, and Surat topped the rundown in this class where as if there should arise an occurrence of married respondents Baroda had topped the rundown. The study had revealed similar trend in all the selected cities of the Gujarat State. The data analysis of age group of hotel staff members revealed that overall 44.6 percent of respondents were between 26 to 35 years of age. The maximum number of hotel staff members were found as Post-Graduates followed by Graduates (78 percent) and the maximum number of hotel staff members was found designated as "Customer Relationship Manager", and Front Office Manager followed by (32.8 percent) Duty Manager and Marketing Manager respectively. [Please Refer Appendix-Table Number-02]

## Data Analysis And Interpretation

The primary data were collected using structured non-disguised have been analyzed by applying SPSS 15.0. It mainly revealed following.

Selected Hotel Staff Members' Responses on Objectives of maintaining relationship with Customers

In case of the Baroda City, it was found that 93.5 percent of them had considered to respond to customers on demand, and to face competition successfully as an important objective of CRM followed by maintaining existing business by retaining current customers also an important objective of maintaining relationship with them (89.1percent). In case of Ahmedabad city 42.6 percent of them had stated to reduce dependency on few customers as less important objective for maintaining relationships with customers.

In the Surat City, 96 percent of selected hotel staff members had agreed to selected criteria concerning responding to customers on demand as the most important objective of Customer Relationship Management followed by maintenance of existing business by retaining current customers. In the Rajkot City, 100 percent of selected hotel staff members had agreed to respond to customers on demand as the key objective of Customer Relationship Management followed with an objective of attracting new ones. [Please Refer Appendix-Table Number-03].

Selected Hotel Staff Members' Responses on Perceived Importance of Customer Relationship Management Practices in Hotels

Overall data analysis had provided the patterns which revealed that 81.9 percent of respondents (hotel staff members) had reported that request for specific room number is availed. 87.3 percent had stated that repeat guest need not be made to wait at reception, 49.5 percent had shared that customers be greeted with flowers, 75.5 had reported that customers be greeted with welcome drink, 71.1 had stated for personalized welcome letter in arrival rooms, and 51.5 percent had suggested for providing music on demand in room. 50.5 percent of the hoteliers have stated that the hotel should provide movie on demand in room, 51.5 percent had suggested for taking customers to the local market, 68.1 percent had asked for rewarding customers for

their contribution towards profit, 74.5percent hoteliers had stressed for encouraging customers to stay by offering them membership card, and 86.3 percent respondents had suggested to provide knowledge about customers' to staff. 89.2 percent of hoteliers suggested them to wish them on important occasions. [Please Refer Appendix-Table Number-04].

**Selected Hotel Staff Members' Responses on Evaluation of Hotel Performance And Service Outcome to Increase Volume of Business**

In case of Baroda City majority of selected hotel staff members had always used percentage of repeat customers and number of new customers for evaluation of performance and service delivery whereas increase in sales revenue and growth of repeat sales (28 percent) was used it sometimes for evaluation of performance and service delivery. [Please Refer Appendix-Table Number-05]. In case of Ahmedabad City it was found that 90 percent of the hotel staff members had always agreed to statement concerning percentage of repeat customers, and 79.20 percent of them had always used occupancy rate for evaluation of performance and service delivery.

47.52 percent of them had sometimes used evaluation of performance and service delivery followed by only 3.96 percent of them who had never used statement viz; increase in sales revenue. [Please Refer Appendix-Table Number-06].

In case of Surat City more than 63 percent of hotel staff members in the Surat City had revealed that they had always used statements such as percentage of repeat customers, percentage growth of existing customers, and number of new customers for evaluation of performance and service delivery in hotels whereas 47 percent had sometimes used ratings from customer surveys, increase in sales revenue, and average room revenue for evaluation of performance and service delivery in hotel respectively.[Refer Table Number-07].

In case of Rajkot City it was found that, more than 40 percent of them had sometimes used statements such as ratings from customer surveys, average room revenue, overall improvement in performance relative to that of the hotel's competitors, whereas more than 60 percent of them had always used increase in sales revenue, occupancy rate and percentage of repeat customers followed by 21.87 percent of them who had never used statements like growth of repeat sales for evaluation of performance and service delivery in hotel respectively. [Please Refer Appendix-Table Number-08].

### Findings of the Research Study

The researcher has applied Chi-square test to offer findings, implications as well as recommendations and suggestions of the research study as given below.

#### Hypothesis: I

Selected hotel staff members' (or) hoteliers' perceived importance of objectives of maintaining customer relationships with hotel guests in the selected cities of the Gujarat State is homogeneous.

Sr. No.	Selected Criteria	'P' Value of X <sup>2</sup>
(1)	To maintain existing business by retaining current customers.	S (.000)
(2)	To attract new customers	S (.004)
(3)	To reduce dependency on few customers	NS (.757)
(4)	To respond customers on demand	NS (.564)
(5)	To face competition successfully.	S (.001)

The perceived importance concerning selected objectives of maintaining relationship with hotel guests amongst selected hoteliers in the selected cities of the Gujarat State was found as heterogeneous. However, in case of selected criteria viz., "to reduce dependency on few customers", and "to respond customers on demand", it was found to be homogeneous.

#### Hypothesis: II

Selected hotel staff members' (or) hoteliers' perceived importance concerning CRM Practices in the selected cities of the Gujarat State is homogeneous.

Sr. No.	Selected Criteria	'P' Value of X <sup>2</sup>
(1)	Check-in formalities is easier	S(.001)
(2)	Check-in formalities is faster	S(.042)
(3)	Check-in formalities is flexible	<b>NS(.707)</b>
(4)	Avail the facility of pre-booking	S(.000)
(5)	Request for specific room number is availed	<b>NS(.414)</b>
(6)	Repeat guest need not to wait at reception	S(.003)
(7)	Considers special need of customer during check-in	S(.002)
(8)	Customers are greeted with flowers	<b>NS(.248)</b>
(9)	Customers are greeted with welcome drink	S(.009)
(10)	Personalized welcome letter in arrival rooms	<b>NS(.077)</b>
(11)	Customer can expect prompt service in room	S(.000)
(12)	Provides music on demand in room	<b>NS(.095)</b>
(13)	Provides movie on demand in room	S(.000)
(14)	Takes to the local market	S(.003)
(15)	Reward customer for their contribution towards profit	<b>NS(.214)</b>
(16)	Encourage customers to stay, by offering membership card	S(.001)
(17)	Understands individual customers' need	S(.003)
(18)	Understands individual customers' preference	S(.006)
(19)	Understands individual customers' behavior	S(.038)
(20)	Provides knowledge about customers' to staff	S(.004)
(21)	Wishing them on important occasions	S(.025)

(22)	Give discount on special occasion during their stay	S(.008)
(23)	Special discounts during festivals	S(.015)
(24)	Every fortnight get together for long stayers	S(.003)
(25)	Welcome complaints from customers	<b>NS(.340)</b>
(26)	Provide facility of written complaint	S(.024)
(27)	Inform customer about the progress of complaint	<b>NS(.087)</b>
(28)	Issue regret letter for specific complaint	<b>NS(.374)</b>
(29)	Communicate the importance of customers' to employee	S(.050)
(30)	Managers spend time in customer contact area to improve service	S(.034)
(31)	Customers' feedback is taken seriously	<b>NS(.452)</b>
(32)	Records feedback in guest profile	<b>NS(.187)</b>
(33)	Communicate the feedback to staff	<b>NS(.487)</b>
(34)	Change any action to benefit customer	S(.004)
(35)	Make system flexible to adapt to changing needs	S(.008)
(36)	Analyze the cause of customer defection through exit interview	<b>NS(.176)</b>
(37)	Define the responsibility of frontline staff	S(.011)
(38)	Design training program for acquiring customers'	S(.002)
(39)	Design training program for deepening relationship	S(.003)
(40)	Encourage employees to consider customer on life time basis	S(.021)
(41)	Encourage employees to exceed customers' expectation	<b>NS(.347)</b>
(42)	Reward employees on meeting customers' need	S(.004)
(43)	Reward employees on successfully serving customers'	S(.009)
(44)	Monitors our service quality performance	S(.021)
(45)	Delivers a consistent customer experience across all touch points	<b>NS(.459)</b>
(46)	Enhance the life time value of customer through loyalty program	S(.022)
(47)	Use information technology for data mining	<b>NS(.849)</b>
(48)	Thank you mail sent to customer for choosing hotel	<b>NS(.504)</b>

It was found that the perceived importance of selected hoteliers towards selected CRM practices viz., check-in formalities is flexible; request for specific room number is available; customers are

greeted with flowers; personalized welcome letter in arrival rooms; provides music on demand in room; reward customer for their contribution towards profit; welcome complaints from customers; inform customer about the progress of complaint; issue regret letter for specific complaint; customers' feedback is taken seriously; records feed back in guest profile; communicate the feedback to staff; analyze the cause of customer defection through exit interview; encourage employees to exceed customers' expectation; delivers a consistent customer experience across all touch points; use information technology for data mining, and thank you mail sent to customer for choosing hotel were found as homogeneous. However, remaining CRM practices were perceived by hoteliers as significantly different in the selected cities of the Gujarat State

### Hypothesis: III

Selected hotel staff members' (or) hoteliers' consideration for evaluating hotel performance & its service outcome for increasing volume of business in the selected cities of the Gujarat State is homogeneous.

Sr. No.	Selected Criteria	'P' Value of X <sup>2</sup>
(1)	Percentage of repeat customers.	S(.000)
(2)	Ratings from customer surveys.	S(.000)
(3)	Percentage growth of existing customers.	S(.000)
(4)	Number of new customers.	S(.001)
(5)	Occupancy rate	S(.008)
(6)	Increase in sales revenue.	S(.016)
(7)	Growth of repeat sales (percentage)	S(.000)
(8)	Average room revenue.	S(.007)
(9)	Overall improvement in performance relative to that of the hotel's competitors.	S(.015)

The overall consideration by the selected hoteliers in the selected four cities of Gujarat State for evaluating hotels' performance, and efforts to improve service outcome to increase volume of business was found as significantly different.

### Implications of the Research Study

The research findings revealed that hoteliers of different hotels in selected cities in the state of Gujarat are not much concerned about the CRM practices related to request for specific room number is available; customers are greeted with flowers; personalized welcome letter in arrival rooms; provides music on demand in room; reward customer for their contribution towards profit; welcome complaints from customers; inform customer about the progress of complaint; issue regret letter for specific complaint; customers' etc. It implies that staff should be trained to generate the feeling of necessity of CRM practices because it was found that they were having different opinion towards certain objectives of CRM practices, which are being adopted for attracting new customers and for facing competition in the industry.

Hoteliers were found having no importance of certain practices aiming at improvement of hotels'

performance. Hoteliers were least bothered about understanding the need of dissatisfied customers and personalizing offers as per their requirement. Personalization & Customization of services is the need of the hour.

In this research study, evaluating hotels' performance, and efforts to improve service outcome to increase volume of business were found significantly different, which implies that level of service outcome should bring up so that performance of the hotel can also go high and ultimately resulting in to growth of the hotel by practicing CRM.

### Recommendations and Suggestions of the Research Study

- In case of manual booking, the hotel staff should take extra care to make each touch point of hotel guest simple, fast and memorable when they check-in to the hotel as the case may be.
- The hoteliers should provide special discount for newly wedded couples and couple having birthday and anniversary during their stay.
- The hotel staff should put efforts to make hotel guest comfortable while they enter the hotel by offering welcome drinks or refreshments and some of the staff member should handle the process of check-in to make it simple and fast.
- Sometimes customers like to receive service from same staff, if not present may switch to some other service provider. It is true to state that employees do not leave organizations, they leave managers. Supervisors and managers do not treat front-line employees with respect. They do not allow them to grow personally and professionally, or provide them with feedback for better work and incentives to keep them happy, as a result employees leave. To prevent such problems, organization needs to examine their policies to ensure that they are updated and competitive in their industry.

### Concluding Remarks

In order to sustain with the huge demand of the new generation tourists, priority should be given to redesign the experience of the tourists through greater organization and provision of civic facilities, increased emphasis on branding and focused marketing of tourism products, positioning specially India as a high value destination in new markets ([www.indiahospitalityreview.com](http://www.indiahospitalityreview.com)).

This study has attempted to investigate the hoteliers' perceived importance towards Customer Relationship Management practices in the selected cities such as Baroda Ahmedabad, Surat and Rajkot cities which were found to be different, except few CRM practices which were found to be same for all the selected cities. The research study had concluded that in order to attract and maintain guests in selected hotels of selected cities delivering a consistent customer experience across all touch points is required as it is the hotel staff which provides good or bad experiences so the hoteliers should standardize the recruitment process of staff.

The complaints and compliments must be circulated in the hotels so that staffs are aware of problems and merits. There should always be a member of staff at reception and in the restaurant to

respond to the needs of the guest. The hoteliers should train their employee and provide necessary authority to solve certain problem instantly in case there is a delivery of defective product, poor service, tasteless food, or facility by replacing defective goods spontaneously, by not charging for meal or room stay, or providing free shipping if there is delay in fulfillment of orders. They should periodically examine the pay scales, job descriptions, and systems that impact employees' benefits, promotion and retirement would provide a vehicle for personal growth and satisfaction. As this would encourage employees to exceed customers' expectation which was found to be same for all the selected cities.

In this competitive environment where retaining an ongoing customer and attracting new customer is very crucial for survival and growth of hotel industry Customer Relationship Management practices has become a need of an hour.

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### APPENDIX

**Table Number: 01: Summary of Indicators Hotelier Efforts for CRM and Reliability Alpha Score**

Sr.No.	Grouped Indicator Items	Cronbach's Reliability Alpha Coefficient
(01)	Objectives of maintaining relationship with Customers	0.533
(02)	Perceived Importance of selected CRM practices	0.891

Source: Fieldwork.

**Table Number: 02: Profile of Selected Respondents**

Sr. No.	Selected Background Variables of Selected Respondents		Number and Percentages of Selected Respondents				
			Vadodara	Ahmedabad	Surat	Rajkot	Total
01	Gender	Males	36 (78.3)	72(71.3)	19(76.0)	26(81.3)	153(75.0)
		Females	10(21.7)	29(28.7)	6(24.0)	6(18.8)	51(25.0)
			46(100.0)	101(100.0)	25(100.0)	32(100)	204(100)
02	Marital Status	Un-Married	16(34.8)	41(40.6)	15(60.0)	18(56.25)	90(44.12)
		Married	30(65.2)	60(59.4)	10(40.0)	14(43.75)	114(55.88)
		Total	46(100.0)	101(100.0)	25(100.0)	32(100)	204(100)
03	Age Group	Below 25 years	7 (15.2)	28 (27.7)	11(44.0)	15(46.9)	61(29.9)
		26 to 35 years	26 (56.5)	45(44.6)	9(36.0)	11(34.4)	91(44.6)
		36 to 45 years	12 (26.1)	27(26.7)	4(16.0)	5(15.6)	48(23.5)
		Above 46 years	1 (2.2)	1(1.0)	1(4.0)	1(3.1)	4(2.0)
		Total	46(100.0)	101(100.0)	25(100.0)	32(100.0)	204(100.0)
04	Educational Qualifications	Graduation	15(32.6)	30(29.7)	13(52.0)	18(56.3)	76(37.3)
		Post-Graduation	20(43.5)	47(46.5)	9(36.0)	7(21.9)	83(40.7)
		Professional Qualification	6(13.0)	11(10.9)	1(4.0)	4(12.5)	22(10.8)
		Diplomas	5(10.9)	13(12.9)	1(4.0)	3(9.4)	22(10.8)
		Others	0(.0)	0(0)	1(4.0)	0(.0)	1(.5)
		Total	46(100.0)	101(100.0)	25(100.0)	32(100.)	204(100.0)
05	Occupation	Director	0(.0)	1(1.0)	0(.0)	0(.0)	1(.5)
		Duty Manager	13(28.3)	15(14.9)	3(12.0)	5(15.6)	36(17.6)
		Customer Relationship Manager	10(21.7)	22(21.8)	6(24.0)	5(15.6)	43(21.1)
		Front Office Manager	6(13.0)	22(21.8)	6(24.0)	9(28.1)	43(21.1)
		Marketing Manager	7(15.2)	12(11.9)	5(20.0)	7(21.9)	31(15.2)
		Housekeeping Executive	5(10.9)	12(11.9)	2(8.0)	4(12.5)	23(11.3)
		Others	5(10.9)	17(16.8)	3(12.0)	2(6.3)	27(13.2)
		Total	46(100.0)	101(100.0)	25(100.0)	32(100.0)	204(100.0)

**Table No. 03: Selected Respondents' (Hotel Staff Members') Responses on Objectives of Maintaining Relationships with Guests'**

Sr. No.	Selected Criteria	(Number and Percentages of Respondents)									
		Baroda		Ahmedabad		Surat		Rajkot		Total	
		UI	IM	UI	IM	UI	IM	UI	IM	UI	IM
01	To maintain existing business by retaining current customers.	5 (10.9)	41 (89.1)	5 (5.0)	96 (95.0)	2 (8.0)	23 (92.0)	3 (9.4)	29 (90.6)	15 (7.4)	189 (92.6)
02	To attract new customers	2 (4.3)	44 (95.7)	1 (1.0)	100 (99.0)	3 (12.0)	22 (88.0)	1 (3.1)	31 (96.9)	7 (3.4)	197 (96.6)
03	To reduce dependency on few customers	20 (43.5)	26 (56.5)	43 (42.6)	58 (57.4)	12 (48.0)	13 (52.0)	11 (34.4)	21 (65.6)	86 (42.2)	118 (57.8)

04	To respond on customers demand	3 (6.5)	43 (93.5)	5 (5.0)	96 (95.0)	1 (4.0)	24 (96.0)	0 (.0)	32 (100.0)	9 (4.4)	195 (95.6)
05	To face competition successfully.	3 (6.5)	43 (93.5)	4 (4.0)	97 (96.0)	7 (28.0)	18 (72.0)	3 (9.4)	29 (90.6)	17 (8.3)	187 (91.7)

**Table No.: 04: Selected Hoteliers Responses on Selected Customer Relationship Management Practices Practiced in Hotel**

Sr No.	Selected Criteria	(Number and Percentages of respondents)									
		Baroda		Ahmedabad		Surat		Rajkot		Total	
		UI	IM	UI	IM	UI	IM	UI	IM	UI	IM
01	Check-in formalities is Easier	3 (6.5)	43 (93.5)	1 (1.0)	100 (99.0)	1 (4.0)	24 (96.0)	2 (6.3)	30 (93.8)	7 (3.4)	197 (96.6)
02	Check-in formalities is Faster	3 (6.5)	43 (93.5)	0 (.0)	101 (100.0)	1 (4.0)	24 (96.0)	0 (.0)	32 (100.0)	4 (2.0)	200 (98.0)
03	Check-in formalities is Flexible	5 (5)	41 (89.1)	12 (11.9)	89 (88.1)	1 (4.0)	24 (96.0)	3 (9.4)	29 (90.6)	21 (10.3)	183 (89.7)
04	Avail the facility of Pre-Booking	4 (8.7)	42 (91.3)	4 (4.0)	97 (96.0)	2 (8.0)	23 (92.0)	0 (.0)	32 (100.0)	10 (4.9)	194 (95.1)
05	Request for Specific Room number is availed	6 (13.0)	40 (87.0)	17 (16.8)	84 (83.2)	7 (28.0)	18 (72.0)	7 (21.9)	25 (78.1)	37 (18.1)	167 (81.9)
06	Repeat guest need not to wait at Reception	4 (8.7)	42 (91.3)	13 (12.9)	88 (87.1)	4 (16.0)	21 (84.0)	5 (15.6)	27 (84.4)	26 (12.7)	178 (87.3)
07	Considers Special need of customer during Check-in	3 (6.5)	43 (93.5)	10 (9.9)	91 (90.1)	4 (16.0)	21 (84.0)	1 (3.1)	31 (96.9)	18 (8.8)	186 (91.2)
08	Customers are greeted with Flowers	25 (54.3)	21 (45.7)	50 (49.5)	51 (50.5)	13 (52.0)	12 (48.0)	15 (46.9)	17 (53.1)	103 (50.5)	101 (49.5)
09	Customers are greeted with Welcome Drink	11 (23.9)	35 (76.1)	21 (20.8)	80 (79.2)	10 (40.0)	15 (60.0)	8 (25.0)	24 (75.0)	50 (24.5)	154 (75.5)
10	Personalized Welcome Letter in arrival Rooms	16 (34.8)	30 (65.2)	31 (30.7)	70 (69.3)	5 (20.0)	20 (80.0)	7 (21.9)	25 (78.1)	59 (28.9)	145 (71.1)
11	Customer can Expect Prompt Service in Room	2 (4.3)	44 (95.7)	19 (18.8)	82 (81.2)	3 (12.0)	22 (88.0)	4 (12.5)	28 (87.5)	28 (13.7)	176 (86.3)
12	Provides Music on demand in Room	22 (47.8)	24 (52.2)	49 (48.5)	52 (51.5)	17 (68.0)	8 (32.0)	11 (34.4)	21 (65.6)	99 (48.5)	105 (51.5%)
13	Provides Movie on demand in Room	15 (32.6)	31 (67.4)	60 (59.4)	41 (40.6)	18 (72.0)	7 (28.0)	8 (25.0)	24 (75.0)	101 (49.5)	103 (50.5)
14	Takes to the Local Market	25 (54.3)	21 (45.7)	56 (55.4)	45 (44.6)	12 (48.0)	13 (52.0)	6 (18.8)	26 (81.3)	99 (48.5)	105 (51.5)
15	Reward customer for their contribution towards Profit	18 (39.1)	28 (60.9)	31 (30.7)	70 (69.3)	10 (40.0)	15 (60.0)	6 (18.8)	26 (81.3)	65 (31.9)	139 (68.1)
16	Encourage customers to stay, by offering Membership Card	5 (10.9)	41 (89.1)	31 (30.7)	70 (69.3)	12 (48.0)	13 (52.0)	4 (12.5)	28 (87.5)	52 (25.5)	152 (74.5)
17	Understands individual Customers' need	2 (4.3)	44 (95.7)	18 (17.8)	83 (82.2)	2 (8.0)	23 (92.0)	2 (6.3)	30 (93.8)	24 (11.8)	180 (88.2)
18	Understands individual Customers' preference	0 (.0)	46 (100.0)	10 (9.9)	91 (90.1)	2 (8.0)	23 (92.0)	2 (6.3)	30 (93.8)	14 (6.9)	190 (93.1)
19	Understands individual Customers' behavior	0 (.0)	46 (100.0)	14 (13.9)	87 (86.1)	4 (16.0)	21 (84.0)	2 (6.3)	30 (93.8)	20 (9.8)	184 (90.2)
20	Provides knowledge about Customers' to	7 (15.2)	39 (84.8)	13 (12.9)	88 (87.1)	5 (20.0)	20 (80.0)	3 (9.4)	29 (90.6)	28 (13.7)	176 (86.3)



	staff										
21	Wishing them on Important Occasions	3 (6.5)	43 (93.5)	10 (9.9)	91 (90.1)	7 (28.0)	18 (72.0)	2 (6.3)	30 (93.8)	22 (10.8)	182 (89.2)
22	Give Discount on special Occasion during their stay	5 (10.9)	41 (89.1)	18 (17.8)	83 (82.2)	11 (44.0)	14 (56.0)	8 (25.0)	24 (75.0)	42 (20.6)	162 (79.4)
23	Special Discounts during Festivals	8 (17.4)	38 (82.6)	25 (24.8)	76 (75.2)	13 (52.0)	12 (48.0)	8 (25.0)	24 (75.0)	54 (26.5)	150 (73.5)
24	Every Fortnight get together for Long Stayers	23 (50.0)	23 (50.0)	39 (38.6)	62 (61.4)	20 (80.0)	5 (20.0)	16 (50.0)	16 (50.0)	98 (48.0)	106 (52.0)
25	Welcome Complaints from Customers	10 (21.7)	36 (78.3)	12 (11.9)	89 (88.1)	3 (12.0)	22 (88.0)	3 (9.4)	29 (90.6)	28 (13.7)	176 (86.3)
26	Provide Facility of Written Complaint	4 (8.7)	42 (91.3)	3 (3.0)	98 (97.0)	4 (16.0)	21 (84.0)	0 (.0)	32 (100.0)	11 (5.4)	193 (94.6)
27	Inform Customer about the progress of Complaint	5 (10.9)	41 (89.1)	17 (16.8)	84 (83.2)	4 (16.0)	21 (84.0)	0 (.0)	32 (100.0)	26 (12.7)	178 (87.3)
28	Issue Regret Letter for specific Complaint	6 (13.0)	40 (87.0)	7 (6.9)	94 (93.1)	4 (16.0)	21 (84.0)	2 (6.3)	30 (93.8)	19 (9.3)	185 (90.7)
29	Communicate the importance of Customers' to employee	5 (10.9)	41 (89.1)	3 (3.0)	98 (97.0)	3 (12.0)	22 (88.0)	0 (.0)	32 (100.0)	11 (5.4)	193 (94.6)
30	Managers spend time in Customer contact area to Improve service	2 (4.3)	44 (95.7)	0 (.0)	101 (100.0)	0 (.0)	25 (100.0)	2 (6.3)	30 (93.8)	4 (2.0)	200 (98.0)
31	Customers' Feedback is taken seriously	2 (4.3)	44 (95.7)	2 (2.0)	99 (98.0)	0 (.0)	25 (100.0)	2 (6.3)	30 (93.8)	6 (2.9)	198 (97.1)
32	Records Feedback in Guest profile	2 (4.3)	44 (95.7)	6 (5.9)	95 (94.1)	4 (16.0)	21 (84.0)	1 (3.1)	31 (96.9)	13 (6.4)	191 (93.6)
33	Communicate the Feedback to Staff	3 (6.5)	43 (93.5)	7 (6.9)	94 (93.1)	2 (8.0)	23 (92.0)	0 (.0)	32 (100.0)	12 (5.9)	192 (94.1)
34	Change any action to benefit Customer	7 (15.2)	39 (84.8)	2 (2.0)	99 (98.0)	5 (20.0)	20 (80.0)	2 (6.3)	30 (93.8)	16 (7.8)	188 (92.2)
35	Make system Flexible to adapt to Changing needs	6 (13.0)	40 (87.0)	12 (11.9)	89 (88.1)	8 (32.0)	17 (68.0)	4 (12.5)	28 (87.5)	30 (14.7)	174 (85.3)
36	Analyze cause of Customer Defection through exit interview	9 (19.6)	37 (80.4)	35 (34.7)	66 (65.3)	10 (40.0)	15 (60.0)	8 (25.0)	24 (75.0)	62 (30.4)	142 (69.6)
37	Define the responsibility of Frontline staff	2 (4.3)	44 (95.7)	9 (8.9)	92 (91.1)	3 (12.0)	22 (88.0)	2 (6.3)	30 (93.8)	16 (7.8)	188 (92.2)
38	Design training program for acquiring Customers'	7 (15.2)	39 (84.8)	10 (9.9)	91 (90.1)	8 (32.0)	17 (68.0)	0 (.0)	32 (100.0)	25 (12.3)	179 (87.7)
39	Design training program for deepening Relationship	11 (23.9)	35 (76.1)	6 (5.9)	95 (94.1)	6 (24.0)	19 (76.0)	2 (6.3)	30 (93.8)	25 (12.3)	179 (87.7)
40	Encourage employees to consider Customer on Life time basis	5 (10.9)	41 (89.1)	14 (13.9)	87 (86.1)	4 (16.0)	21 (84.0)	3 (9.4)	29 (90.6)	26 (12.7)	178 (87.3)
41	Encourage employees to exceed Customers' Expectation	10 (21.7)	36 (78.3)	11 (10.9)	90 (89.1)	4 (16.0)	21 (84.0)	6 (18.8)	26 (81.3)	31 (15.2)	173 (84.8)
42	Reward employees on meeting Customers' need	9 (19.6)	37 (80.4)	4 (4.0)	97 (96.0)	6 (24.0)	19 (76.0)	3 (9.4)	29 (90.6)	22 (10.8)	182 (89.2)
43	Reward employees on successfully serving Customers'	8 (17.4)	38 (82.6)	4 (4.0)	97 (96.0)	6 (24.0)	19 (76.0)	4 (12.5)	28 (87.5)	22 (10.8)	182 (89.2)

44	Monitors our Service Quality performance	7 (15.2)	39 (84.8)	2 (2.0)	99 (98.0)	2 (8.0)	23 (92.0)	4 (12.5)	28 (87.5)	15 (7.4)	189 (92.6)
45	Delivers a consistent customer experience across all Touch points	5 (10.9)	41 (89.1)	12 (12.1)	87 (87.9)	5 (20.0)	20 (80.0)	2 (6.3)	30 (93.8)	24 (11.9)	178 (88.1)
46	Enhance the Life Time value of customer through Loyalty program	8 (17.4)	38 (82.6)	26 (25.7)	75 (74.3)	5 (20.0)	20 (80.0)	3 (9.4)	29 (90.6)	42 (20.6)	162 (79.4)
47	Use information technology for Data Mining	6 (13.0)	40 (87.0)	19 (18.8)	82 (81.2)	4 (16.0)	21 (84.0)	5 (15.6)	27 (84.4)	34 (16.7)	170 (83.3)
48	Thank you mail sent to customer for choosing Hotel	2 (4.3)	44 (95.7)	2 (2.0)	99 (98.0)	2 (8.0)	23 (92.0)	1 (3.1)	31 (96.9)	7 (3.4)	197 (96.6)

**Table Number: 05: Selected Respondents' (Hotel Staff Members') Responses on Evaluation of Hotel Performance and Service Outcome to Increase Volume of Business (Baroda City)**

Sr. No.	Selected Statements	Sometimes	Always	Never
(1)	Percentage of Repeat Customers.	3(6.52)	42(91.30)	1(2.18)
(2)	Ratings from Customer Surveys.	16(34.78)	21(45.62)	9(19.58)
(3)	Percentage growth of Existing Customers.	7(15.21)	30(65.21)	9(16.58)
(4)	Number of New Customers.	10(21.73)	35(76.08)	1(2.18)
(5)	Occupancy Rate	9(19.58)	32(69.56)	5(10.86)
(6)	Increase in Sales Revenue.	13(28.26)	33(71.74)	0(0)
(7)	Growth of Repeat Sales (percentage)	13(28.26)	33(71.74)	0(0)
(8)	Average Room Revenue.	10(21.73)	31(67.39)	5(10.86)
(9)	Overall improvement in performance relative to that of the Hotel's Competitors.	9(19.58)	28(60.86)	9(19.58)

**Table Number: 06: Selected Respondents' (Hotel Staff Members') Responses on Evaluation of Hotel Performance and Service Outcome to Increase Volume of Business (Ahmedabad City)**

Sr. No.	Selected Statements	Sometimes	Always	Never
(1)	Percentage of Repeat Customers.	10(9.90)	91(90.09)	0(0)
(2)	Ratings from Customer Surveys.	33(32.67)	68(67.33)	0(0)
(3)	Percentage growth of Existing Customers.	30(29.70)	71(70.29)	0(0)
(4)	Number of New Customers.	48(47.52)	53(52.47)	0(0)
(5)	Occupancy Rate	21(20.80)	80(79.20)	0(0)
(6)	Increase in Sales Revenue.	39(38.61)	58(57.42)	4(3.96)
(7)	Growth of Repeat Sales (percentage)	48(47.52)	53(52.47)	0(0)
(8)	Average Room Revenue.	41(40.60)	60(59.40)	0(0)
(9)	Overall improvement in performance relative to that of the Hotel's Competitors.	27(26.73)	71(70.30)	3(2.97)

**Table Number: 07: Selected Respondents' (Hotel Staff Members') Responses on Evaluation of Hotel Performance And Service Outcome to Increase Volume of Business (Surat City)**

Sr.No.	Selected Statements	Sometimes	Always	Never
(1)	Percentage of Repeat Customers.	8(32)	16(64)	1(4)
(2)	Ratings from Customer Surveys.	12(48)	12(48)	1(4)
(3)	Percentage growth of Existing Customers.	9(36)	16(64)	0(0)
(4)	Number of New Customers.	6(24)	17(68)	2(8)
(5)	Occupancy Rate	9(36)	14(56)	2(8)
(6)	Increase in Sales Revenue.	13(52)	12(48)	0(0)
(7)	Growth of Repeat Sales (percentage)	10(40)	14(56)	1(4)
(8)	Average Room Revenue.	12(48)	12(48)	1(4)
(9)	Overall improvement in performance relative to that of the Hotel's Competitors.	8(32)	15(60)	2(8)

**Table Number: 08: Selected Respondents' (Hotel Staff Members') Responses on Evaluation of Hotel Performance And Service Outcome to Increase Volume of Business (Rajkot City)**

Sr.No	Selected Statements	Sometimes	Always	Never
(1)	Percentage of Repeat Customers.	7(21.88)	20(62.5)	5(15.62)
(2)	Ratings from Customer Surveys.	14(43.75)	13(40.62)	5(15.62)
(3)	Percentage growth of Existing Customers.	8(25)	18(56.25)	6(18.75)
(4)	Number of New Customers.	11(34.37)	17(53.12)	4(12.5)
(5)	Occupancy Rate	9(28.12)	21(65.62)	2(6.25)
(6)	Increase in Sales Revenue.	6(18.75)	26(81.25)	0(0)
(7)	Growth of Repeat Sales (percentage)	12(37.5)	13(40.62)	7(21.87)
(8)	Average Room Revenue.	13(40.62)	16(50)	3(9.38)
(9)	Overall improvement in performance relative to that of the Hotel's Competitors.	13(40.62)	17(53.12)	2(6.26)