

CHAPTER NUMBER SEVEN**CONCLUSIONS RECOMMENDATION AND SUGGESTIONS**

TOPIC NUMBER	PARTICULARS	PAGE NUMBER
7. 0:	Prologue	417
7.1:	A Brief About Organization Of The Thesis	417
7. I:	Part-I: Hotel Guests' [Or] Customers' Research Study	421
7. I.1:	A Brief About The Hotel Guests' Research Study	421
7. I.2:	Research Methodology	421
7. I.3:	A Brief About The Structured Questionnaire	422
7. I.4:	Profile Of Selected Hotel Guests [Or] Customers	422
7. I.5:	Market Performance Analysis Of The Hotels	423
7. I.6:	Application Of Structure Equation Modeling [SEM]	424
7. I.7:	Key Results Of The Hotel Guests' Research Study	425
7. I.8:	Findings Of The Hotel Guests' Research Study	429
7. I.9:	Implications And Recommendations Of The Hotel Guests' Research Study	435
7. II:	Part-II: Hotel Staff Members' Or Hoteliers' Research Study	446
7. II. 0:	Prologue	446
7. II.1:	A Brief About The Hotel Staff Members' Or Hoteliers' Research Study	446
7. II.2:	Research Methodology	446
7. II.3:	A Brief About The Structured Questionnaire	447
7. II.4:	Profile Of Selected Hotel Staff Members Or Hoteliers	448
7. II.5:	Key Results Of The Hotel Staff Members' Or Hoteliers' Research Study	449
7. II.6:	Findings Of The Of The Hotel Staff Members' Or Hoteliers' Research Study	451
7. II.7:	Implications And Recommendations Of Hotel Staff Members' Or Hoteliers' Research Study	452
7. 2:	Overall Recommendations Of Research Study	453
7. 3:	Overall Suggestions Of Research Study	456
7. 4:	Directions For Future Research Study	459
7. 5:	Limitations Of The Research Study	460

CHAPTER NUMBER SEVEN

CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS

7.0: PROLOGUE:

In today's era successful companies have one thing in common, they are strongly customer focused and heavily committed to marketing. These companies share a passion for satisfying customers' needs in well-defined target markets. They motivate everyone in the organization to help build lasting customer relationships through creating, communicating & delivery of superior customer value and satisfaction. Marketing, more than any other business function, deals with customers. Its focus is to manage profitable customer relationships.

The research on Customer Relationship Management [CRM] has become more and more important to the marketers in today's complex and competitive environment which aims to develop suitable marketing strategies for building long lasting relationship by measuring quality of service and depth of relationships with customers. The success of any firm rest upon their ability to attract and retain their customers as attracting new customer is a costly affair, and retaining old customer too has become a very challenging task for service providers. Keeping in mind the importance and requirement of Customer Relationship Management (CRM) practices, researcher has conducted a two-fold research study, focusing on hotel guests' or customers' as well as hoteliers' or staff members of the hotel respectively.

7.1: A BRIEF ABOUT ORGANIZATION OF THE THESIS:

The entire thesis has been divided in to seven chapters, in which first three chapters are based on theoretical & conceptual understanding comprising of an in-depth review of literature on the chosen topic of the research study. The remaining four chapters from chapter number four to chapter number seven chapters have dealt with the conduct of an empirical research studies separately conducted and sub-divided into two parts defined as [I] Hotel Guests' Or Customers' Study , and [II] Hotel Staff Members' or Hoteliers' study respectively.

The Thesis has been sub-divided into seven chapters listed out as follows.

Chapter One: An Overview of Hospitality, Tourism & Hotel Industry

Chapter Two: Customer Relationship Management [CRM]

Chapter Three: Review of Literature

Chapter Four: Research Methodology

Chapter Five: Data Analysis & Interpretation

Chapter Six: Findings of the Research Study

Chapter Seven: Conclusions, Recommendations & Suggestions of the Research Study

7.1.1: A Brief About Chapterisation Scheme of the Thesis:

An attempt has been made to offer a concise review of the conceptual part covered in the first three chapters as follows.

7.1.1.1: Chapter Number One: An Overview of Hospitality, Tourism & Hotel Industry:

The chapter number one is written keeping in mind that service is a process from the organization's point of view, but it's an experience from the customer's perspective and that is why it has become the need of an hour to understand the existing knowledge of customer which is found to be limited in providing insights to firms regarding the differences within their customer base. The researcher has tried to throw light on the term hospitality while reviewing the hotel as well as hospitality and tourism industry of India. The researcher has put efforts to provide bird-eye view on hotel as well as hospitality and tourism industries at the global level, and also its glimpses in India & Gujarat has been given in it. The researcher has reviewed diverse areas concerning to it viz., the evolution of word Hotel, its growth, characteristics, classification, and finally reviewing hotel industry of the Gujarat State along with various other crucial aspects pertaining to these industries have been covered in it. It has also highlighted Government of India's initiatives for promoting Tourism & Hospitality industry of India. Overall as well as city wise prevalent trends amongst Hotel Industry, its key problems, future prospects and challenges too have been discussed in it. At last but not the least, the researcher has also offered SWOT Analysis of the Hotel Industry of India.

7.1.1.2: Chapter Number Two: Customer Relationship Management [CRM]:

The chapter number two of the Thesis has been drafted keeping in mind that developing close and mutual relationship with customers is very crucial in the prevalent scenario of intense competition as customers have become increasingly demanding than they have been ever before. Success of any service firm rests upon businesses' ability to attract and retain its target prospects. It has been found that retaining customer is a formidable challenge being faced by businesses, and especially very challenging task for marketers, and therefore they need to take utmost care in sensing, serving and satisfying customers' which is a primary determinant for customer loyalty and maintaining relationships with them. This chapter has attempted to offer a brief outline on relationship marketing with an emphasis on building relationships which is a new marketing paradigm. An attempt was also made in this chapter to provide an overview of Customer Relationship Management [CRM] by outlining meaning, different names, components of CRM, the difference between relationship marketing and CRM, and search of value drivers & components of CRM as well as customer life cycle management and customer migration, customer care programmes for building everlasting relationship, managing complaints, and adjusting profits through CRM.

It has also covered conceptual aspects such as viz., the dimensions of successful continuous relationship, role of satisfaction in continuous relationship with customers, continuous relationship through customer loyalty, CRM through service quality, CRM in hotel sector, and reviewing of emerging and current trends, developments and future of CRM respectively.

7.1.1.3: Chapter Number Three: Review of Literature:

In chapter number three of the thesis, a well-structured review of literature is characterized by a logical flow of ideas; current and relevant references with consistent, appropriate referencing style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topic. This chapter is an outcome of browsing, classification, compilation and critical examination of Theses; Dissertations as well as scholarly published articles; research papers; empirical studies; research reports, results of empirical surveys, reference books, and publication of the proceedings of the seminars, conferences and workshops relating to chosen area of the research study.

The researcher has sub-divided this chapter into three parts called as follows.

PART-I: General Review of Literature

PART-II: Relevant Review of Literature, and

PART-III: Specific Review of Literature

The part –I called as ‘General Review of Literature’ has undertaken review of literature on origin and development of hotel industry. An attempt was made by the researcher to discuss in brief about hotel industry of India including current and emerging trends of hotel industry of India as well as State of Gujarat. The other areas that were considered under review included viz., Hotel Attributes; Productivity of Hotels; Employee in Hotels; pricing in the Hotels; Information Technology in Hotels; Brand, and Yield Management in Hotel Industry.

The second part called as ‘Relevant Review of Literature’ has included review of selected research studies that have been undertaken by various researchers on selected areas viz., Marketing of Services, Service Quality, and Customers’ Satisfaction respectively.

The third part called as ‘Specific Review of Literature’ has offered a brief sketch with its implications on selected conceptual aspects viz., CRM; Customer Loyalty; Retention and Complain Management, which are really very important in the study of Customer Relationship Management [CRM].

7.1.1.4: Research Methodology:

The chapter number four has dealt with various methodological aspects and procedures that were followed in conduct of both the studies separately called as [I] Hotel Guests’ or Customers’ Study, and [II] Hotel Staff Members’ or Hoteliers’ Study respectively.

The Part –I is devoted to Customers’ Study, whereas the Part-II has dealt with Hoteliers’ Study. It has offered explanation and rationale for selected research design and sampling decisions along with significance of the research study. It has explained methods of data collection and statistical tools and techniques applied for data analysis and interpretation. It has also covered areas scope and coverage of the research study as well as limitations of the research study too has been provided in it.

7.1.1.5: Data Analysis & Interpretation:

The chapter number five has elaborated researcher’s adopted method for data collection and its rationale, tools and techniques as well as statistical methods applied for data analysis and software used for the purpose of analysis and drawing interpretations. The researcher has approached customers on convenience basis and structured non-disguised questionnaire was used as an instrument for data collection. With the help of statistical software SPSS-15 version analysis was carried out. The researcher has also offered frequency distribution, correlation, content analysis and factor analysis for the purpose of data analysis and interpretation.

7.1.1.6: Findings of the Research Study:

Under the chapter number six, an attempt has been made to present findings concerning demographic profile of the respondents, frequency of their visit to hotel, summary of booking in hotel, purpose of visit to the hotel, awareness, and usage of various facilities in hotel. Sufficient care is taken to keep findings in simple language to give clear understanding of it to the readers.

7.1.1.7: Conclusions, Recommendations & Suggestions of the Research Study:

The last chapter contains researcher’s own observations and conclusions together with justifications based on collected and available statistics. An attempt has been made to suggest some significant areas where improvement is expected for the betterment of the system under review. Based on researcher’s learning, some valuable recommendations are also presented in this chapter followed by the used references, sources and other needed particulars under the heading Bibliography&Webliography respectively.

Note:

After compilation of conceptual facts, the researcher has attempted to offer detailed explanation on research methodology, profile of the respondents, and results of the research studies derived from data analysis &interpretation as well as findings and implications of the research studies that has been separately offered for the conduct of both the research studies called as the PART-I [I] Hotel Guests’ or Customers’ Study as well as PART-II [II] Hotel Staff Members’ or Hoteliers’ Study as follows.

7. I: PART-I: HOTEL GUESTS' [OR] CUSTOMERS' RESEARCH STUDY

7. I.1: A BRIEF ABOUT THE HOTEL GUESTS' RESEARCH STUDY:

This empirical research study based on exploratory and descriptive research design was undertaken with its chief objective to identify and evaluate Customer Relationship Management (CRM) practices to develop an understanding on selected hotel guests' or customers' expectations and experiences on prevalent state of the CRM practices in the selected hotels in selected cities that is Ahmedabad, Surat, Vadodara, and Rajkot in the State of Gujarat. The other important objective was to assess overall awareness, expectations, satisfaction or dissatisfaction of conveniently selected those hotel guests' who had stayed and availed diverse hotelier services.

The primary data were therefore gathered to measure selected hotel guests' awareness and use of different hotel services as well as their expectations concerning selected CRM Practices that mainly included viz., ambience, service quality, room facilities, rooms, functioning of the product, housekeeping, food quality, personalization, reliability, social bonding, complaint management, trust, pricing, behavior of staff, commitment and satisfaction or dissatisfaction as an outcome of the offering of various kinds of hotel services as offered to them by the selected hoteliers or the hotel staff in the selected cities viz., Ahmedabad, Surat, Vadodara and Rajkot in the State of Gujarat.

7. I.2: RESEARCH METHODOLOGY:

The research study was based on use of primary and secondary data respectively. The researcher has gathered, compiled, & summarized available information to undertake its critical review that had been collected from various published sources of secondary data viz., newspapers; research journals; published as well as unpublished reports; websites, and search engines respectively. The primary data was collected using self-administered structured non-disguised questionnaire in the year 2012. Out of the total numbers of 1,294 duly filled up structured questionnaires that were collected by the researcher, after editing, finally it was decided to consider total number of 1,200 qualifying responses for the purpose of data analysis and interpretation. The population was defined as those customers or hotel guests who had stayed and availed hotel services from amongst selected hotels in the State of Gujarat. Those customers or hotel guests who had stayed and availed hotel services at the time of collection of the primary data was regarded as a representative sampling unit in this research study. In this research study, reliability tests were run and composite score was computed to determine how strongly experience of selected customers who had stayed and availed hotel services on selected criteria were related to each other. All dimensions of the structured questionnaire related with measuring experience were tested.

The Cronbach's alpha ranged from 0.618 to 0.967 which really showed internal reliability of the scale. Chi-square test, ANOVA Test and Factor analysis have been applied for testing of hypotheses for offering findings and implications of the research study.

7. I.3: A BRIEF ABOUT THE STRUCTURED QUESTIONNAIRE:

The structured questionnaire has been sub-divided into six parts. The first part has dealt with the collection of data & information on their sources of information of the hotel, number of times selected customers' or hotel guests' had visited the same hotel, their way of booking the hotel using Internet; Phone; Travel agency; Office as well as his or her purpose of visit to the hotel as the case may be. The second part had measured selected hotel guests' awareness and usage of identified 32 hotel services offered to them. The third part had included questions to measure hotel guests' 'Expectations' and 'Experiences'. The fourth part of the structured questionnaire covered questions to check internal validity and reliability of the instrument.

The fifth part had covered questions on measurement of customers' loyalty, and the sixth part had included questions on various demographic and socio-economic aspects of the selected hotel guests.

7. I.3.1: Reliability of the Structured Questionnaire:

All dimensions of the structured questionnaire related with measuring experience were tested and the Cronbach's alpha ranged from 0.618 to 0.967 which really showed internal reliability of the scale. The summary of Cronbach's Alpha score for all 15 groups of criteria is given in the chapter on 'Research Methodology'.

7. I.3.2: Validity of the Structured Questionnaire:

The structured questionnaire was given to respondents and results of measurement of the criterion wise validity and overall means score had been calculated.

The researcher has measured convergent validity by comparing mean scores of scale with other measures of the same construct. The review of literature too was considered in the drafting of the structured questionnaire.

7. I.4: PROFILE OF SELECTED HOTEL GUESTS [OR] CUSTOMERS:

The researcher has attempted to outline profile of hotel guests considering their selected demographic variables viz., age, educational qualifications, marital status, and monthly income respectively. Overall, more than half of the hotel guests were found as belonging to the age group of 26 to 45 years. Overall, and City wise, male respondents were found to be around 80 percent; 45 percent of them were found as unmarried, and maximum number of them were found as belonging to occupation category of "Profession" followed with "Service", and thereafter "Businessman/Women" and "Self-employed" categories respectively. Maximum numbers of hotel guests were found to be professionally qualified followed with Post-Graduation as their educational qualifications.

Overall, mixed pattern was found as half of them reported favourably for a nuclear family in comparison to joint families. Overall, 29 percent respondents were found as having annual family income of more than Rs 10 lakh and were also found as having 01 or 02 as the dependent family member.

Maximum numbers of respondents in each of the selected cities were found as having single or dual earning family members. They were belonging to 67 places across India. The daily activities of the selected hotel guests from various selected cities of Gujarat too provided mixed results.

7. I.5: MARKET PERFORMANCE ANALYSIS OF THE HOTELS:

Based on hotel guests' expectations and experiences as separately analyzed for each of the selected cities, the researcher has computed 'Mean Importance Ratings' (Im) and 'Mean Performance Ratings' (Pm) for each of the selected features of the services provided by hotel to evaluate whether the Hotel Guests' were found as delighted; or satisfied; or dissatisfied respectively.

These criteria were defined as (1) Hotel Guests' were delighted if, $Im/Pm > 0.99$; (2) Hotel Guests 'were satisfied if, $0.99 > Im/Pm > 0.95$; (3) Hotel Guests 'were dissatisfied if, $Im/Pm < 0.96$ [**Please Refer Appendices-Table Number-06& 07**].

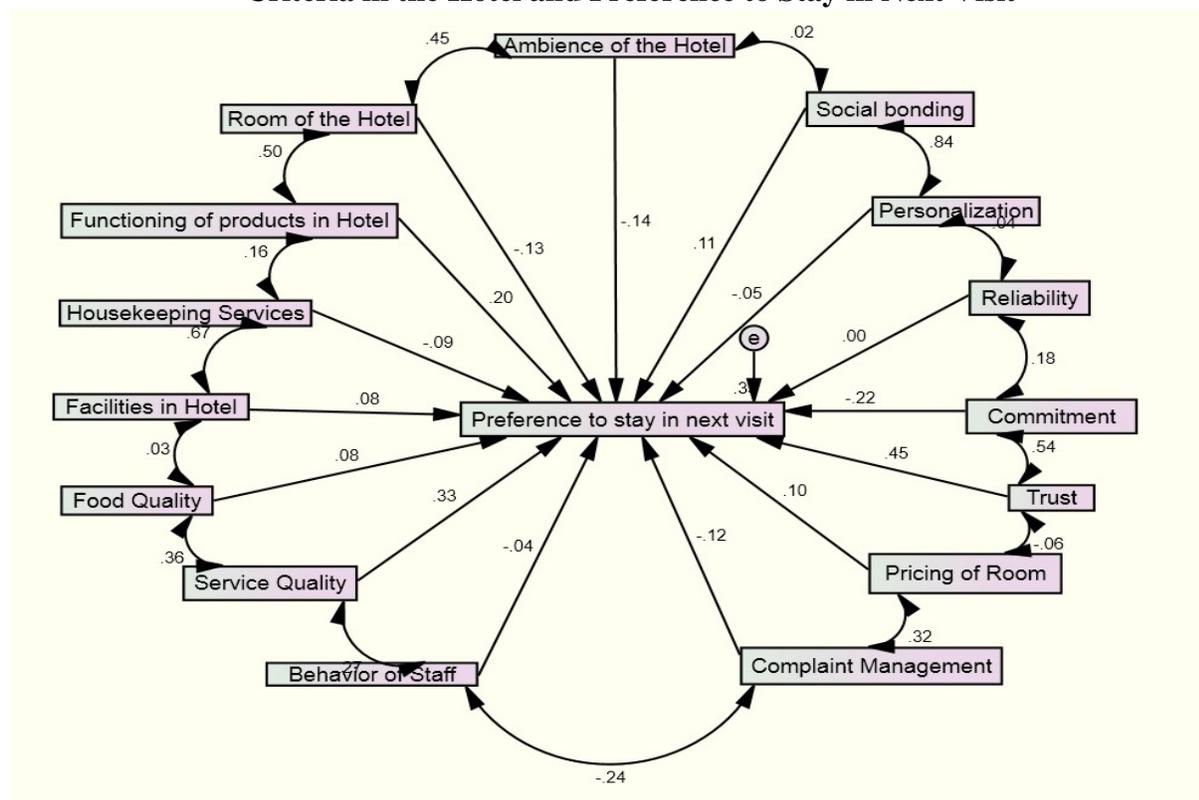
Those hotel guests' who had stayed and availed hotel services at Baroda were found as dissatisfied in case of the selected criteria viz; parking space, pollution & furnishing of the hotel. Location & signposting were experienced well by the hotel guests while in case of painting & lighting, they were found as delighted. In the city of Surat city, ambience of hotel had created dissatisfaction among the hotel guests. With respect to ambience, Ahmedabad had satisfied guests except in case of pollution & furnishing. Pollution was the reason for dissatisfaction also in Rajkot city. Availability of Online reservation had dissatisfied guests, while less time taken in check-in process had made guests delighted. Overall, in case of all selected cities, hotel guests' were found as delighted with the facilities provided in hotels. In case of furnishing, hotel guests of all selected cities were found as dissatisfied, while when asked for about safety in hotel, they were found as satisfied. Air conditioner in the hotel was one of the key reason of dissatisfaction in Baroda, Surat& Rajkot cities while at Ahmedabad guests were found as satisfied with regard to it. Arrangement inside the room was experienced comfortable at Baroda, Ahmedabad & Rajkot cities while at Surat guests were found as dissatisfied by the arrangement inside the room. Cleanliness in room & bathroom was the matter of dissatisfaction at Rajkot, Ahmedabad & Surat cities. Prompt room service, housekeeping staff & their services created dissatisfaction amongst the hotel guests in case of each of the selected cities.

Service quality made hotel guests felt delighted at Baroda while in case of Rajkot, Ahmedabad & Surat hotel guests were found as simply satisfied with the quality of services. Every hotel was having money changing facility so hotel guests felt satisfied everywhere. In case of food, time taking to serve was the only matter for disappointment at Baroda, while in rest of the selected cities, food quality & serving has created dissatisfaction amongst the hotel guests.

In general, personalization; social bonding; & commitment & trust were the matters of dissatisfaction in case of each of the selected cities, which implies that hoteliers require to place more emphasis on personalization of the services as per the customers' requirement. The hoteliers should also focus on winning hotel guests' trust & making strong social bonding with them. The reliability towards hotel was found as missing among the hotel guests at Rajkot city. Complaint management was also not taken care in each of the selected hotels in selected cities of Gujarat. Behaviour of staff , especially in case of reliability, honesty & courteous behaviour had led to satisfaction in case of each of the selected cities while rest of the issues such as viz., handling problems, availability & response to enquiry have created dissatisfaction each of the selected cities of the State of Gujarat.

7. I.6: APPLICATION OF STRUCTURE EQUATION MODELING [SEM]:

Figure No.: 01: SEM Model of Relationship between Overall Evaluation of Selected Criteria in the Hotel and Preference to Stay in Next Visit



This is a simple regression model where one observed variable, the preference to stay in next visit, is predicted as a linear combination of the other fifteen observed variables, viz., ambience of the hotel; room of the hotel; functioning of products in hotel; housekeeping services; facilities in hotel; food quality; service quality; behaviour of staff; social bonding; personalization; reliability; commitment; trust; pricing of room; and complaint management respectively.

As with nearly all empirical data, the prediction will not be perfect. There are some other variables other than selected seven variables that also assumed to have an effect on preference to stay in next visit for which the model assumes '1' as standardized regression weights which specifies that other variables must have a weight of 1 in the prediction of preference to stay in next visit.

Each single-headed arrow represents a regression weight. The value shown against two sided arrows (0.84, 0.67, 0.54, 0.50, 0.45, 0.36, 0.32, 0.24, 0.23, 0.18, 0.16, 0.06, 0.04, 0.03, and 0.02) is the correlation between fifteen observed variables. The values shown with single sided arrow (0.45, 0.10, 0.12, 0.04, 0.33, 0.08, 0.09, 0.020, 0.13, 0.14, 0.11, 0.05, and 0.22) are standardized regression weights. The value 0.34 is the squared multiple correlation of preference to stay in next visit, and fifteen variables that affect preference to stay in next visit.

It means that the preference to stay in next visit considering fifteen variables is influenced mainly by variable, viz., Trust (0.45) followed by Service Quality (0.33); Commitment (0.22); Functioning of Products in hotel (0.20); Ambience in the hotel (0.14); Room in the hotel (0.13); Complaint Management (0.12), and Social Bonding (0.11) respectively.

It also suggest that hotel guests' intention to visit the hotel again is based on trust winning capacity of hotel, quality of services, commitment to provide services, proper functioning of all products and or services, ambience of the hotel and rooms in the hotel as well as complaint management, and social bonding created with the hotel guests.

7.1.7: KEY RESULTS OF THE HOTEL GUESTS' RESEARCH STUDY:

The key results received from data analysis based on hotel guests' responses mainly revealed following

- ✚ The overall data analysis revealed that half number of hotel guests had used previous experience followed with Internet, and friend as well as office as a source of information to get information about hotel in the State of Gujarat.
- ✚ 44 percent of hotel guests had visited hotels for the first time, whereas 19percenthad visited for the second time.
- ✚ Internet had topped the list in booking of hotel followed by booking through phone.
- ✚ Maximum hotel guests had stayed in hotel for viz., business, and meeting&friends relatives, as well as attending conferences and seminars, and meeting. Besides, rest and relaxation, fun, sports, recreation, health and religious reasons too were cited as reasons for availing hotel facilities.
- ✚ 40 percent of them had accompanied colleagues with them, and less than 7 percent were accompanied with relatives and friends. Maximum of them liked to spend on room rates.

- ✦ In case of Baroda City, less awareness followed by no usage of services was found for the facilities viz., Spa Facility in the hotel, Discotheque in the hotel, Yoga Room, Beauty Parlor, Sauna & Jacuzzi, and Shopping Center in the hotel respectively. The highest awareness was found with regard to availability of money changing facilities and wake-up calls in the hotel.
- ✦ In case of Ahmedabad City, less awareness followed by minimal or no use of services was found for the facilities viz; swimming pool in the hotel, sports facility in the hotel, spa facility, discotheque and yoga room, beauty parlor as well as sauna & Jacuzzi in the hotel, and shopping center in the hotel, babysitters facility in the hotel, buying movie ticket from multiplex, taking to the local market and kids activity centre.
- ✦ In case of Surat City, less awareness followed by minimal or no use of services was found for the facilities such as viz; sports facility in the hotel, spa facility in the hotel, discotheque in the hotel, yoga room in the hotel, beauty parlor in the hotel, sauna & Jacuzzi in the hotel, and shopping center in the hotel, babysitters facility in the hotel, taking to the local market and kids activity centre respectively.
- ✦ In case of Rajkot City, less degree of awareness followed by minimal or no usage of services was found for the facilities such as viz; swimming pool in the hotel, sports facility in the hotel, spa facility in the hotel, discotheque in the hotel, yoga room in the hotel, beauty parlor in the hotel, sauna & Jacuzzi in the hotel, and shopping center in the hotel, babysitters facility in the hotel, buying movie ticket from multiplex, taking to the local market and kids activity centre respectively. It was also found that highest awareness among hotel guests was found with regard to the availability of Money Changing Facilities and Banquet Facility in the hotel respectively.
- ✦ Sufficient lighting, furnishings, paintings, convenient location and free from pollution emerged as the significant criteria being rated as most important by 80 percent hotel guests.
- ✦ Overall, in case of service quality of the hotel most important selected criteria that were found included viz., check-in process in hotel is simple, check-in process takes less time, prompt room service, provides quick service in dining section and offers wake-up calls were rated by 78 percent hotel guests' as most important. Although, mixed result were found in the selected cities of the Gujarat State.
- ✦ Nearly, most of the selected criteria concerning facilities in the hotel viz; money changing, gym and swimming pool were rated by around 51 percent hotel guests' as most important.
- ✦ Overall, it was found that most of the selected criteria concerning "Rooms of the hotel" viz; maintains cleanliness in room, maintains cleanliness in bath room and arrangement inside the room is comfortable were rated by around 87 to 88 percent guests as most important. The study revealed mixed results in each of the selected cities in the State of Gujarat.

- ✦ Overall, in case of selected criteria concerning ‘Functioning of the Product in the Hotel ’viz; air conditioning was rated by around 90 percent hotel guests as most important.
- ✦ Overall, it was found that in case of most of the selected criteria concerning ‘Housekeeping of the Hotel’ viz; satisfactory housekeeping services and timely housekeeping services were rated by around 88 percent of hotel guests as most important. The study revealed similar trend in Ahmedabad and Surat cities. But, mixed results were found for Baroda and Rajkot cities in case of the selected criteria.
- ✦ Overall, it was found that in case of most of the selected criteria concerning ‘Food Quality of the Hotel’viz; serves food according to need of the guest/visitors and offer quality food as per standards mentioned were rated by more than 80 percent of hotel guests as most important. The study revealed similar trend in most of the criteria in selected cities in the State of Gujarat.
- ✦ Overall, it was found that in case of most of the selected criteria concerning ‘Personalization in the Hotel’viz; considers special need during check-in, receive special discount on room, provides membership card of the hotel to the guest, frequent guest programme that allows to earn points towards free accommodation, manager escorts us to the room, offers welcome drink to me, and recognized by name during stay were rated by 65 percent hotel guests as most important. The study yielded mixed result in most of the criteria in all the selected cities in the State of Gujarat.
- ✦ Overall, it was found that in case of most of the selected criteria concerning ‘Social Bonding in the Hotel’viz; repeat guest not to wait at reception, provides special privileges to repeat guest, wishes us on important occasion and thank you mail sent to customers for choosing hotel were rated by 74 percent hotel guests as most important. Mixed results were found in most of the criteria in each of the selected cities in the State of Gujarat.
- ✦ Overall, it was found that in case of most of the selected criteria concerning ‘Complaint Management in the Hotel’viz; provides facility of written complaint system and complaints are welcomed by hotel were rated by around 65 percent of hotel guests as most important, and similar trend were fund in each of the selected cities except Rajkot City.
- ✦ Overall, it was found that in case of most of the selected criteria concerning ‘Trust in the Hotel’viz; feedback is taken seriously by hotel was rated by 72 percent hotel guests as most important, and similar trend were fund in each of the selected cities in the State of Gujarat.
- ✦ Overall, it was found that in case of most of the selected criteria concerning “Pricing in the Hotel” viz; charges for special services is as per market rate, charges for room is as per market rate and charges for restaurant is as per market rate were rated by 77 percent hotel guests as most important. Mixed results were found in most of the criteria in each of the selected cities in the State of Gujarat.

- ✦ Overall, it was found that in case of most of the selected criteria concerning ‘Behaviour of Staff in the Hotel’ viz; tries to understand customers’ needs, friendly towards the guest, behaves politely, is well dressed , honest , competent in providing service , attends complaints politely and courteous were rated by 90 percent hotel guests as most important. Mixed results were found in most of the criteria in each of the selected cities in the State of Gujarat.
- ✦ Overall, it was found that in case of most of the selected criteria concerning ‘Commitment in the Hotel’ viz; hotel promises to update about upcoming schemes, hotel promises to update about ongoing schemes and hotel promises to update about new events in hotel, were rated by 72 percent hotel guests as most important.
- ✦ The highest dissatisfaction was experienced by the hotel guests’ in each of the selected cities on convenient location that is place of the hotel.
- ✦ The highest dissatisfaction was experienced by the hotel guests’ in each of the selected cities on check-in process taking longer time .Except in the city of Ahmedabad, were more than 85 percent of respondents revealed dissatisfaction on check-in process was felt as complex by them.
- ✦ It was found that out of four criteria concerning facilities in the hotel, the highest dissatisfaction was experienced by the hotel guests’ in each of the selected cities on “gym facility” however in case of Baroda City, maximum of them showed dissatisfaction for the “swimming pool”.
- ✦ The overall response of all the selected guests’ about their experiences on rooms of the hotel revealed that, 80 to 85 percent of them were found as dissatisfied with most of the selected criteria viz; maintains cleanliness in bath room, maintains cleanliness in room, arrangement inside the room is comfortable, Wi-Fi connectivity is available in the room, provides safe deposit locker in room and rooms in the hotel are safe. Mixed results were found in each of the selected cities in the State of Gujarat.
- ✦ The highest dissatisfaction was experienced by the guests’ for Wi-Fi Connectivity in the room except in the Ahmedabad City where maximum numbers of hotel guests were found dissatisfied on provision of the safe deposit locker in room.
- ✦ The highest dissatisfaction was experienced by the guests’ on selected criteria viz., Air Conditioning, followed by T.V in the room as well as also with regard to timely providing housekeeping services to them.
- ✦ The hotel guests’ were found as dissatisfied with regard to quality of food offered by the hotel as per the standard mentioned.
- ✦ It was found that out of eleven criteria that were considered for personalization in the hotel, the highest dissatisfaction was reported by the hotel guests’ on their special need during check-in as well as also concerning to his or her safety during their stay in the hotel.

- ✦ Very high dissatisfaction was experienced by them on thank you mail sent to them for choosing hotel in all the selected cities, except Baroda City, where highest dissatisfaction was found concerning provision of special privileges to repeat guest.
- ✦ It was found that out of three criteria for complaint management in the hotel, the highest dissatisfaction was experienced by the hotel guests' on providing facility of written complaint system as well as also on taking of his or her feedback seriously by the hotel.
- ✦ The highest dissatisfaction was experienced by them on charges for restaurant as per market rate in each of the selected cities, except for Surat city, where maximum number of them were found as dissatisfied with the criteria viz; charges for room is as per market rate as well as also with regard to friendliness with them.
- ✦ The hotel guests were found as highly dissatisfied on the selected criteria that is hotel promises to update guests about ongoing schemes and new events.
- ✦ The perceived importance for social bonding, personalization, reliability, commitment and pricing in the hotel was higher for the hotel guests' of Rajkot City compared to other selected cities of the Gujarat State.
- ✦ The overall experience of the selected guests in the hotel revealed that most of them had reported dissatisfaction in case of the selected criteria viz., ambience of the hotel, room of the hotel, functioning of products in hotel, housekeeping services, facilities in hotel, food quality, service quality and behaviour of staff in each of the selected cities in the State of Gujarat.
- ✦ More than 70 percent of hotel guests had showed agreement in case of statements of loyalty viz., like I shall prefer to make stay in this hotel during my next visit; I am overall satisfied with the services rendered to me by this hotel; I will complain to hotel staff if a problem is encountered during my stay; the services as offered shall decide stay in this Hotel during my next visit; hotel offers me value for money, my immediate past experience shall decide whether I shall prefer to make stay in this hotel or not, and I shall certainly recommend this Hotel to others respectively,

7. 1.8: FINDINGS OF THE HOTEL GUESTS' RESEARCH STUDY:

The researcher had applied Chi-Square Test, ANOVA and Factor analysis to test various hypotheses those were formulated based on the collected data and analysis primary data that were gathered from the selected respondents called as or referred herewith in this chapter as customers or hotel guests who had stayed and availed various hotel services from amongst the four selected cities viz., Baroda, Ahmedabad, Surat and Rajkot in the State of Gujarat.

- ✚ The results of the chi-square test had showed that age was having significant association with overall awareness of selected hotel guests on selected services that are being offered by selected hoteliers in the selected cities of the Gujarat State. The gender was found having insignificant association with awareness of selected hotel guests on selected services that are being offered by selected hoteliers in the selected cities of the Gujarat State. The occupation of selected hotel guests made a difference to their awareness on most of the selected services except discotheque in the hotel; yoga room in the hotel, and restaurant reservations in the hotel.
- ✚ Income and educational qualifications were also found having significant association with awareness of selected hotel guests on most of the selected services except in few cases. The marital status was found having no association in majority of the selected criteria except parking space and furnishings. Educational qualifications and Income were found significantly associated with actual expectation of selected hotel guests.
- ✚ The selected hotel guests' expectation towards rooms of the hotel was found significantly associated with age; occupation; educational qualifications and income respectively. Only gender was not found as significantly associated with furnishing; safety; as well as the comfort and cleanliness in the hotel room. The marital status too was also found having no association in case of furnishing; Wi-Fi availability; comfort and cleanliness in the hotel room. Overall expectation of hotel guests towards availability and functioning of selected product in the hotel too was found as influenced by their selected background variables viz., income, educational qualifications and occupation except in case of only one criterion of occupation that is in case of air conditioning.
- ✚ The actual expectation of selected hotel guests towards housekeeping services of the hotel was found as influenced by occupation, educational qualifications, and income variables of the guests. But, age was found as insignificant with regard to selected criterion viz., housekeeping services are satisfactory. The actual expectation of hotel guests towards facilities provided by hotel was found influenced by age, occupation, educational qualification and income. Majority of the variables were found having significant association with service quality of the hotel.
- ✚ Selected hotel guests' actual expectation on current CRM practices of the hoteliers on behaviour of staff was found as significantly associated with age in most of the criteria except in selected criteria viz., reliable and attends complaints politely. Gender was not found as significantly associated with actual expectations of selected hotel guests' towards behaviour of staff in selected criteria. The marital status was found as having association with most of the selected criteria except two viz., honesty of staff and pays special attention to each hotel guest respectively.

- ✦ Educational qualifications was found as having no association with selected criteria viz., staff is well dressed; behaves well with all customers' and hotel staff is available when required, and remaining it was found as associated with selected criteria. Occupation and income were found as having significant association with actual expectations of selected hotel guests' on prevalent CRM practices of hoteliers in the selected cities of Gujarat State on behaviour of staff. Age, Occupation, educational qualifications, and income were found as affecting actual expectation of hotel guests for personalization. Overall expectation of hotel guests' towards commitment was found as different in case of age; occupation; educational qualifications, and income variables.
- ✦ Selected hotel guests' actual experience on ambience of the hotel was found as significantly associated with each of demographic variables except the selected criterion "Painting of the hotel. The gender was not found as influencing "location", and "furnishing" of the selected hotel, while marital status too was found as having no association with furnishing; painting and lighting of the hotel.
- ✦ Occupation, educational qualifications, and income were found as having significant association with actual experience of hotel guests' with regard to room of the hotel. In case of gender, most of the selected criteria were found as having insignificant association, except 'maintains cleanliness in bath room'.
- ✦ Age, gender, occupation, educational qualifications, and income were found as having significant association with the actual experience of hotel guests' towards functioning of the selected products in the hotel while in case of marital status, it was found as not significantly related in few of the criteria viz., Air Conditioning and T.V.
- ✦ With regard to housekeeping services of the hotel, marital status was found as not having significant association with the selected criteria viz., housekeeping services are satisfactory, and housekeeping staff services are satisfactory.
It was also found that occupation, educational qualifications, and income were reported as significantly associated with experience of hotel guests' towards housekeeping services. Age was having no significant influence on the actual experience of hotel guests' on the selected criterion viz., provides timely housekeeping services. In case of selected criterion viz., "housekeeping staff services are satisfactory", Gender was found as insignificant.
- ✦ Selected hotel guests' actual experience towards selected facilities provided to them compared with gender and marital status were found as not associated with their experience on facilities offered by the hotel. While age was found as associated in case of swimming pool and money changing facility.

- ✦ Similarly, income too was also found as associated in case of gym facility and money changing facility respectively. Occupation and educational qualifications affected the experience of hotel guests towards availability of facilities in the hotel.
- ✦ Occupation, educational qualifications and income were found as having significant association with the actual experience of hotel guests' for food quality, while gender was found as having an insignificant relationship with the food quality of the hotel. In case of selected criterion like "quality of food offered by the hotel is as per standards mentioned", age too was found as insignificant.
- ✦ Age, occupation, educational qualifications, and income revealed heterogeneous experience amongst selected hotel guests with reference to service quality of the hotel.
- ✦ Age was found as insignificant in case of "Babysitters Service". While, 'marital status' was found as having no association in case of 24 hours online reservation; prompt room service; arranges visit to the local market and arranges for doctor when required. Gender too was found as having an insignificant association in case of selected criteria viz., provides 24 hours online reservation; check-in process in hotel is simple; check-in process takes less time; prompt room service; offers wake-up calls; arranges purchase of movie ticket from multiplexes, if required and provides quick service in dining section respectively.
- ✦ Age was found as significantly associated with the actual experience of selected hotel guests towards friendly and polite behaviour of staff with guests. It was found that gender was having less influence on actual experience of hotel guests' towards behaviour of staff, except in case of few selected criteria such as viz., sincerity; courteous; knowledgeable; tries to understand customers' needs; attends complaints politely; resolves complaint quickly where significant relationship was found. The marital status was found as having significant association towards most of the selected criteria except selected criteria viz., attends complaints politely; handles problem effectively; hotel staff is available when required respectively. Occupation and income were found as having significant relationship with the actual experience of hotel guests' towards behaviour of staff in each of the selected criteria.
- ✦ In case of educational qualifications, selected criteria viz., competent in providing service, and hotel staff is available when required was found as not significantly associated with the actual experience of hotel guests' towards behaviour of staff.
- ✦ Selected hotel guests' actual experience on social bonding compared with their age; occupation; educational qualifications and income were found as having significant association. Whereas in case of gender and marital status, less significant association was found.

- ✦ In case of gender actual experience of hotel guests' on selected criteria viz., arranges for get together every fortnight for long stayers ; provides special privileges to repeat guest; provides with occasional gifts, and thank you mail sent to customers for choosing hotel and also in case of marital status criteria like gives special discounts on special occasion during stay; gives special discounts during festivals; provides complementary cake on birthday during stay; arranges for get together every fortnight for long stayers and repeat guest not to wait at reception were found as having association with the social bonding with the hotel.
- ✦ Age, occupation, education qualification and income were found having a significant association with the actual experience of hotel guests' on personalization in the hotel.
- ✦ Gender was found as insignificant with the actual experience of hotel guests' in selected criteria viz., considers special need during check-in; manager escorts us to the room; greeted with flowers in room; given personalized welcome letter in room and frequent guest programme that allows to earn points towards free accommodation. Marital Status too was found as insignificant with the actual experience of hotel guests' in certain selected criteria viz., considers special need during check-in; manager escorts us to the room; given personalized welcome letter in room, and provides membership card of the hotel to the guest respectively.
- ✦ Occupation, educational qualifications and income were found having a significant association with the actual experience of hotel guests' with regard to reliability of the hotel. Age, gender and marital status were found as insignificant in case of selected criterion viz., feel comfortable leaving valuables in room.
- ✦ Selected hotel guests' actual experience on commitment of the hotel staff was found to be significantly associated with demographic variables viz., age; occupation and income respectively.
- ✦ In case of gender, actual experience of hotel guests' on the selected criteria like 'hotel promises to update about new events in hotel', and 'hotel promises to update about upcoming schemes' were found not to be significantly related with the commitment of the hotel.
In case of Marital Status actual experience of hotel guests' on the selected criterion viz., hotel promises to update about ongoing schemes, and in case of educational qualifications criterion viz., hotel promises to update about upcoming schemes were found as having insignificant association with the commitment of the hotel.
- ✦ The actual experiences of selected hotel guests on trust in the hotel were found as strongly influenced by age, occupation, educational qualifications and income respectively. Gender and marital status too were found as having similar influence on the actual experience of the selected hotel guests.

- ✦ Actual experience of selected hotel guests' towards pricing of rooms in the hotel was found as significant with each of the demographic variables except, gender where it was insignificant.
- ✦ In case of selected criterion viz., "charges for special services is as per market rate", marital status too was found as insignificant.
- ✦ Most of the demographic variables viz., age; income, gender, educational qualifications, and occupation, were found as having significant association with the actual experience of hotel guests in case of complaint management in the hotel except in case of marital status which was found as not significantly associated with the selected criteria viz., "provides facility of written complaint system", and "regret letter for specific complaint is given to the concerned guest".
- ✦ The overall rating concerning perceived importance on the selected criteria that were put to use to evaluate prevalent CRM practices of selected hoteliers in the selected cities of the Gujarat, it was found significantly associated with selected demographic variables of hotel guests' viz., age, income, gender, educational qualifications, marital status, and occupation respectively. The perceived importance of hotel guests' for the behaviour of staff was found insignificant with regard to their age and gender as well as in case of ambience of the hotel, room of the hotel, personalization, and trust were found as independent of gender. In case of selected items viz., functioning of products in hotel, food quality, service quality, social bonding, reliability and trust were found as independent of marital status of hotel guests. Occupation was found as insignificant in case of selected criteria viz., functioning of products in hotel and commitment respectively. The educational qualifications were found as insignificant in case of selected criteria viz., functioning of products in hotel, and personalization. Similarly, income was not found as significant in case of selected criterion like personalization.
- ✦ The measurement of overall satisfaction/dissatisfaction of hotel guests' compared with their selected background variables revealed that except food quality and service quality remaining items were found as dependent on age, while gender was found as having no association with ambience of the hotel; housekeeping services; food quality and behaviour of staff respectively. The marital status was largely found as associated in selected criteria viz., ambience of the hotel; facilities in hotel; food quality; social bonding; personalization; reliability; commitment as well as trust respectively. It was found that in case of only criteria concerning reliability, occupation was found as having significant association with rest of the items. Besides, this educational qualification was found as having significant association with all other selected items except ambience of the hotel. Income was found as having strong association with each of the selected criteria.

✚ The analysis and measurement of post purchase behaviour of hotel guests' revealed that age was having significant association except in case of two items viz., my immediate past experience shall decide whether I shall prefer to make stay in this hotel or not, and I like staying at different types of hotels when returning to a destination respectively. The post purchase behaviour of hotel guests was also found as dependent of gender except in case of certain selected items viz., the room rates shall decide my stay in this hotel during my next visit; the services as offered to me shall decide my stay in this hotel during my next visit; my company makes booking of hotel so I have no say in it; I shall positively recommend this hotel to my company officials; my decision on selection of hotel largely depends on its location; my selection of hotel largely depends on travel plan;

✚ I will complain to hotel staff if a problem is encountered during my stay and I feel comfortable discussing problems I may experience at this hotel with its staff respectively. The marital status was found as having significant association in case of selected criteria viz., I shall certainly recommend this hotel to others; the room rates shall decide my stay in this hotel during my next visit; the services as offered to me shall decide my stay in this hotel during my next visit; my company makes booking of hotel so I have no say in it; my decision on selection of hotel largely depends on its location; even if this hotel increases its prices slightly, I will still stay there in the future; I will complain to hotel staff if a problem is encountered during my stay, and I feel comfortable discussing problems I may experience at this hotel with its staff respectively. Occupation was found as having a significant influence on post purchase behavior of hotel guests. The post purchase behaviour of hotel guests' was also found as dependent on educational qualifications except in case of certain selected items viz., my immediate past experience shall decide whether I shall prefer to make stay in this hotel or not and the room rates shall decide my stay in this hotel during my next visit, and in case of income significant relationship was found in each of the selected items except viz., I shall certainly recommend this hotel to others.

7. I.9: IMPLICATIONS AND RECOMMENDATIONS OF THE HOTEL GUESTS' RESEARCH STUDY:

✚ The hotel guests belonging to different age, gender, marital status, occupation, education qualifications, and income were found as having different level of awareness towards the services provided to them by the hotels in selected cities of the Gujarat State. But, to avail maximum advantage, the hoteliers should adopt such activities which would spread awareness amongst hotel guests of different age, occupation, education qualifications and income. The hoteliers should provide list of services offered by them at the time of check-in as well as a copy need to be displayed in their room.

- ✦ The variations found in the expectations is- a vis experiences amongst selected hotel guests considering their background variables implies that that in general, hoteliers use feedback form having questions to review and monitor reported his or her overall satisfaction /dissatisfaction. It is being recommended that the hoteliers should also put special efforts to measure and assess selected hotel guests' expectations to improve its hotel services.
- ✦ The measurement of the selected hotel guests' expectations in case of one of the selected and identified factor concerning 'Ambience of hotel' revealed that it is highly dependent on Gender. It meant that the hoteliers' should understand the perception of selected hotel guests considering his or gender as the case may be.
- ✦ To illustrate, in case of hotel being well signposted, the male hotel guest generally finds it convenient and becomes clearer by reading the information whereas relatively the female hotel guest are found to be more receptive and favorable to use of pictures in addition to sign boards as displayed in hotels.
- ✦ Male/Female has different perception towards the availability of parking space and different types of parking like underground parking, outdoor parking, parking by concierge, which implies that hoteliers should take care of parking on the basis of gender like in case of female customers hoteliers should prefer parking by concierge.
- ✦ The researcher also found variations in expectations amongst selected hotel guests in case of selected criterion 'Behaviour of Staff, considering their background variable 'Gender'. It implies that the hoteliers need to treat both that is the male and female hotel guests in a different and specialized way. The staff of the hotel should be trained and sensitized accordingly considering the gender of the hotel guest in mind while providing them services. It would become helpful for the hotel staff in creating and sustaining long term relationships resultant into accumulation of the valuable source of repeat business and improved customer loyalty for the hotels in long run.
- ✦ The results of the research study had revealed that variations in the selected hotel guests' occupation, education and income in turn differently influences attitudes and expectations of selected hotel guests concerning diverse hotel services provided to them. The hoteliers should take this into consideration and its staff should be suitably trained to enable them to deliver personalized services to better meet selected hotel guests' expectations for the hotel services.
- ✦ In case of selected hotel guests' opinion towards 'Room of hotel' in case of two selected criterion viz., the cleanliness in the hotel room and safety in hotel, it was found as dependent on their background variable 'Gender' and revealed variations in selected hotel guests' expectations. It is therefore recommended that the hotelier should provide a special locker in room which could open only through voice of a stayer.

- ✦ The hotel rooms should be equipped with magic eye and maintenance of record of staff serving the customer in a particular room would be helpful in further improving safety of the hotel guests. Frequent and timely visit of housekeeping staff especially of the bathroom of the hotel room shall also improve the cleanliness of the hotel room.
- ✦ The selected hotel guests belonging to different age groups, occupation, educational qualifications, and income had exhibited heterogeneous expectations in case of selected factor viz., 'Commitment'. It implies that the hoteliers should clearly communicate its schemes and events to each and every customer to enable him or her to avail such facility and take advantage of it without failure.
- ✦ The researcher also found variations in expectations amongst selected hotel guests considering their age groups, occupation, educational qualifications, and income in case of social bonding for which it is being felt that the hotel staff should manage and handle social bonding very carefully because few of the hotel guests may not like to be socially bonded with the hotel so due care should be taken by the hoteliers while engaging into activities concerning social bonding with the hotel guests as it is being perceived as an encroachment to his or her privacy.
- ✦ The research study revealed attitudinal differences amongst selected hotel guests considering their selected background variables with regard to selected criterion viz., complaint management. In this case too, it is being felt that some of the hotel guests being sensitive may found to be aversive towards making oral complain and therefore written complain system should be in place in the hotel. The hoteliers should persuade its guest to submit feedback form as well as for making complaint online by making its provision on the online feedback can certainly speedup the process of resolving of complaints registered by the hotel guests.
- ✦ The results of the research study had revealed that the hotel guests belonging to different age groups and gender expected different facilities from the hotel. To illustrate, some guests had expressed to have facility for playing play tennis while others would like to swim. The researcher had also found variations in expectations amongst selected hotel guests considering their occupation, educational qualifications, and income as few of them had stressed upon for personalized trainer and Gym. In case of those hotel guests who are in the category of the long stayers and or the hotel guests from other countries expressed need for the facility of money changing that should be made easily available to them in the hotel itself. In case of overseas guests, non –availability of the facility of money changing in the hotel not only results in the loss of business but also negative word of mouth and therefore to stay competitive in the business it is strongly recommended that the hotel must provide the facility for money changing in the hotel.

- ✦ The quality of food is one of the most important areas of concern for the hoteliers as the hotel guests belonging to different age groups, gender, occupation, educational qualifications, and income carries different kind of food requirements. To illustrate, an old aged hotel guest would like to enjoy less spicy food in comparison to the young hotel guest. Similarly, the food preferences and requirement were found to be differing considering gender of the hotel guests. It was found that male hotel guest largely refrain from sharing his opinion on quality of food, if their expectations are not met, but contrary to this female hotel guests were found to be severely critical in expression and sharing their opinion on the quality of food which may also carries significant on her post purchase behaviour.
- ✦ The hotel guests with different educational qualifications too were found as having heterogeneous preferences pertaining to different kind of diet food. In case of the hotel guests belonging to businessman and or professionals categories who are long stayers in the hotel carry relatively higher and personalized expectations compared other infrequent hotel guests of short stayers.
- ✦ It is therefore recommended that the hoteliers should put efforts to deliver personalized services especially for the food requirements ensuring that it creates a feeling in them that he or she is at home in case of these high ticket customers who usually stays longer and visits the hotels frequently. The hotel guests belonging to higher income groups also prefers to spend on dear food items. The hoteliers should consider this factor while designing menu and personalized offerings be made keeping this aspect in mind for them.
- ✦ The expectation of the hotel guests towards functioning of the products and services in the hotel was found to be differing considering their occupation, educational qualifications, and income. To illustrate, the hotel should ensure that the computers, printers, fax machine, televisions and air conditioners are functioning normally to meet their basic requirements.
- ✦ The hotel guests belonging to younger age groups were found as having less concerned about the housekeeping services in the hotel considering their motives for stay in hotel as fun and enjoyment.
- ✦ On the other hand, the hotel guests belonging to higher income groups of differing occupation, and educational qualifications are found to be increasingly concerned for housekeeping and maintenance of hygiene and bed making. They would not prefer to have dampened walls, bad odor, wet washrooms, and spotted carpets so it is aptly recommended that the hoteliers should pay due attention and take necessary care for it.

- ✦ Personalization is a need of today, while in the research study it was found that the hotel guests belonging to different age groups, occupation, educational qualifications, and income were having dissimilar expectations such as viz., request for specific room number, favorable consideration of special need during check-in and or check-out, receiving special discount on room and frequent guest programme that allows them to earn reward points resultant into free accommodation and other tangible benefits. It was also found that certain hotel guests are superstitious towards certain hotel room number and its geographic location and few of them also carried positive and favourable beliefs for certain hotel room number and its geographic locations.
- ✦ It is being recommended that keeping this in view, the hoteliers should adopt a flexible system in seeking their specific preference for the location of the while other believes in lucky numbers, so there must be flexibility of providing specific hotel room number and its geographic location as feasible to better handle such exceptional situation and expectations of certain hotel guests. Being superstitious amongst the hotel guests also found to be influenced by gender, culture and country of origin of the hotel guests.
- ✦ The hoteliers should offer personalized discount to its hotel guests considering their gender too. As females' hotel guests usually prefer personalized discount in case of food, beauty parlor and such other services compared to male hotel guests. The frequent guest programme can allow them to earn more reward points leading to free accommodation should be as per the gender. As female if married would like to get benefit of free stay in hotel of entire family, Whereas male may react differently .In case of package stay, the hoteliers should provide breakfast in the fixed hours that is 8 A.M. to 10 A.M. which is largely found inconvenient to guests, which need to be relaxed for higher age people and in case of special case breakfast should also be delivered in the room of the hotel guests.
- ✦ In case of pricing of room in the hotel, the guests of all selected demographic variables are found to be price sensitive and they are concerned about the rates of the room being charged from them by the hoteliers. Although, the rates of the hotel room depends on demand and supply as well as prevalent room rates of other hotels and many other such criteria. But, this price sensitivity can be handled by providing loyalty card to the hotel guests and asking them to book hotel room well in advance to avail discount facility offered by the hoteliers.
- ✦ The safety is a matter of high concern for the hotel guests across all the demographic variables. Fixation of CCTV camera in lobby and proper security check of each one who checks in the hotel and record of every staff members' background can be helpful in avoiding any mishaps in the hotel resultant into pleasant and safe stay of hotel guests.

- ✦ In case of hotel guests' expectation of room of hotel, the researcher found three criterion as dependent upon the gender concerning to [i] cleanliness and [ii] safety in room, and [iii] availability of Wi-Fi connectivity.
- ✦ It implied that male/female hotel guests are having different expectations regarding aforesaid three criteria. It is therefore recommended that the hotelier should provide a special locker in hotel room which could open only through voice of a stayer. The safety provisions like magic eye should be installed in each of the hotel room and a record of staff serving the customers in each of the hotel room shall induce safety. The frequent and timely visit of housekeeping persons in the bathroom would also be helpful in improving cleanliness in bathroom.
- ✦ The hotel guests belonging to different age groups were found as having different requirement towards the room in the hotel as older ones would opt for room on ground floor and expects personalized arrangement inside the room. The guest with different income, occupation and education qualification expect diverse facilities in room. The hoteliers should therefore analyze the type of hotel guest visiting and staying in their hotel as well as facilities being availed by them to provide customized facilities which will also help them to better retain them.
- ✦ Considering variations in the expectations of the hotel guests due to their differing age groups, occupation, educational qualifications, income and marital status, the hoteliers should provide, speedy, and timely customized service quality to the hotel guests while they check-in and checkout. As in the era of technology, the hotel guests prefer to avail facility of online booking so it should be offered without fail. The hoteliers should also process their feedback seriously to ensure that its reoccurrence can be minimized.
- ✦ The researcher had also found variations in expectations amongst selected hotel guests considering their background variable which implies that in general the hoteliers have to work very hard to bridge the gap between what guests expects and what they experience in case of diverse hotel services delivered to them. As huge differences were found in their expectations as well as their experience it becomes imperative to state that hotelier cannot afford to flout the differences that were found in expectations versus experience amongst selected hotel guests considering their background variables viz., age groups, occupation, educational qualifications, income and marital status while formulating strategies for attracting and retaining hotel guests.
- ✦ The measurement of the selected hotel guests' experience in case of one of the selected and identified factor concerning 'Ambience of hotel' revealed that in case of hotel guests belonging to different age groups were having similar expectations towards parking space while their experience was heterogeneous.

- ✦ But, in case of sufficient lightening, while considering the gender variable, they were having homogeneous expectations but reported experience was heterogeneous. It implies that the hoteliers should keep in mind different types of lighting for male and female hotel guests.
- ✦ The expectations of hotel guest of belonging to different occupation also revealed heterogeneous experience and few of them were found as satisfied as well as dissatisfied on certain hotel services delivered to them by the hotel. The expectations of hotel guests of different age groups and gender towards reliability of staff were found homogeneous while they experienced differences in behaviour of the hotel staff while delivering them services. It implies that staff should try to improve consistency in delivery of customized hotel services to each of the hotel guest and should also take in to consideration their gender while offering hotel services.
- ✦ The overall reported experience by the selected male and female hotel guests had revealed variations in the promises of hoteliers to update them on continuing schemes. It implies that the hotel staff should take due care in providing continual information and maintain two way communication. Besides, they should aggressively pursue and share the details especially with the female hotel guests as they are found to be relatively more demanding compared to male hotel guests failing which attrition of the hotel guest is likely to take place. The hotel guest belonging to different age groups were found as having expectations of receiving special privileges on repeat visit, but their experience did not match it. It implies that the hoteliers should offer privileges to repeat hotel guests in form of complimentary food vouchers, discounted stay, free spa and beauty treatment etc.
- ✦ The male and female hotel guests' also expects gifts from the hoteliers on various occasions. The hoteliers have also send them thank you e- mail as follow up mail after and the hoteliers should put efforts to sustain continuous e-contact with them apart from giving them gifts on special occasion such as their birthday, marriage anniversary without fail.
- ✦ The hotel guests belonging to different income groups exhibited diverse expectations as well as experiences in case of certain hotel facilities. To illustrate, majority of them were found as dissatisfied in getting swimming pool facilities in the hotel which suggests that the hotelier should put efforts to offer customized services. For example, the hotel guests belonging to higher income group might prefer shaded place in the swimming pool where drinks may be served to them during swimming.
- ✦ The hotel guests belonging to different age groups were found as having variations in expectations towards quality of food offered by the hotels standard, while their experiences did not match it. As high as more than 70 percent of the hotel guests were found as dissatisfied with the quality of food served to them in the hotel.

- ✦ It implies that hoteliers must deliver qualitative food as per the pre-claimed standard should offer quality food as per the said standards failing which the hotel guest may not visit the hotel again.
- ✦ In case of functioning of products such as television, air-conditioners, fax machine etc. the researcher found homogeneous expectations and heterogeneous experience considering gender of the hotel guest. It is being recommended that the hoteliers should take into consideration their preferences for channels at the earliest to make it available for viewing by them.
- ✦ The hotel guest belonging to different age groups and gender revealed identical expectations for the housekeeping services but their reported experiences were found as heterogeneous for it. Majority of the hotel guests were found as dissatisfied with the housekeeping staff of the hotel.
- ✦ It was also found that the old aged hotel guests are having different expectations compared to younger ones on this criterion. An old aged hotel guests carries high concern for housekeeping, cleanliness, dust free furniture's and changing of bed sheet regularly in case if s/he is a long stayer. The reported satisfaction level amongst the selected male and female hotel guests was also found to be heterogeneous and so hoteliers should train its hotel staff to fulfill personalized expectations considering the fact that relatively female hotel guest are having higher concern and rising expectations for housekeeping, cleanliness, dust free furniture's and changing of bed sheet regularly by the hotel staff without fail.
- ✦ It is needless to state the need of an hour is personalization which is found on a much lesser scale in the hotel industry leading to loss of the hotel guests and poor customer loyalty. It was found that the hotel guests belonging to different age groups were having homogeneous expectations towards membership card as provided by the hoteliers. But a reported experience on the identified criterion was significantly heterogeneous for it. It implies that the hoteliers should provide different membership card for different age groups coupled with customized benefits. The hotel guests belonging to different gender too expressed homogeneous expectations for offering welcome drink to them although reported experiences on the aforesaid criterion was heterogeneous. There are some factors which if absent will not make any difference to the hotel guests, but if their presence is not up to the expectation, it may result in to greater dissatisfaction. The hoteliers should take care of hotel guest considering their gender variable and offer a range of welcome drinks to them. In case of married and unmarried hotel guests too similar expectations were found towards receiving special discount on room, but their reported experiences were quite different. The hoteliers should provide special discount to newly wedded couples and couple having birthday and marriage anniversary during their stay in the hotel.

- ✦ In case of pricing of hotel room, male and female hotel guests expressed diverse expectations towards charges for special services. But, their reported experiences were found to be homogeneous as majority of them were found as dissatisfied.
- ✦ The female guests usually expect services at discounted or reduced price which should be considered by the hoteliers while formulating price strategy.
- ✦ The expectation of hotel guests towards safety in hotel was found similar across all age groups as well as for married and unmarried guests, while their experiences were found to be heterogeneous. The hoteliers should have proper check-in process of all the visitors in the hotel.
- ✦ In the process of selection of hotel, room of the hotel functions as key physical evidence in decision making. In this research study, it was found that expectations of married and unmarried hotel guests towards arrangement inside the room were homogeneous.
- ✦ But, reported experiences were heterogeneous. It implies that the hoteliers should obtain feedback from them to identify his or her requirement to better meet the same in personalized manner in near future. The hoteliers should also continue to provide an additional bed free of cost in case of a guest with family.
- ✦ Each and every hotel guest desire for easy and speedy check-in process. The old aged and younger hotel guest were found as having less patience so check –in process should be made quick and user-friendly. In the process of online booking of the hotel, guest visit the website of the hotel and search the photographs of the room as well as the feedback of guests who have stayed and availed services, which plays crucial role in deciding to book the room in the hotel. The hoteliers should put efforts to match their expectations to reduce switching over by them.
- ✦ The hotel guests of different age group were having different experience for the consideration of feedback form. The hoteliers should make the follow up for the feedback given by guest to deliver personalized services to them at the earliest.
- ✦ In case of hotel guests belonging to different age groups, income, gender, educational qualifications, marital status and occupation, significant variations were found in their overall perceived importance for the selected criteria. It implies that the hotel guests are having varied perceived importance for each of the selected criterion. The reported satisfaction experienced by the hotel guests was also found to be different. The perceived importance of behaviour of staff amongst selected hotel guests was found as homogeneous considering their age groups. But, reported satisfaction on the aforesaid criterion was found as heterogeneous.
It implies that though the perceived importance for the behaviour of the hotel staff though was found as homogeneous, resultant reported satisfaction/dissatisfaction was found to be heterogeneous when analyzed taking into consideration their diverse background variables.

- ✦ The homogeneous perceived importance in case of selected criteria such as ambience of the hotel, room of the hotel, behaviour of the staff considering gender of the hotel guest was found by the researcher which meant that personalization and trust though revealed similar expectations but reported overall satisfaction/dissatisfaction by the selected hotel guest was found as heterogeneous. It implies that the hoteliers need to formulate marketing strategies as per the variation in perceived importance of male & female guests in the hotel, such as females require a polite welcome while males require warm welcome, there can be a separate wing for female guests attended by female staff members. Similarly, marital status of the guests should also be taken care of, while formulating strategies such as Married couple needs more attention related to their spouse & children.
- ✦ In case of married guest, marriage tenure also matters, if the guest is newly married, their buying behavior will be different from the guests who are together since long time.
- ✦ In all, it is evident from the research study that guests of different background variable have different perceived importance as well as they were having different overall satisfaction/dissatisfaction for each criterion.
- ✦ The hoteliers should get the expectations and perceived importance filled by the guest in the beginning of the stay and then they should try to fulfill that.
- ✦ The positive word of mouth plays crucial role in attracting and retaining guests in the hotel. The hoteliers should adopt differentiated personalized marketing for male –female guests to better serve them; especially staff behavior towards females should be taken care well, simultaneously special parlor facilities should be given importance for male & female guests while customizing these kinds of selected services.
- ✦ Majority of hotel guests were found in the age group between 35 to 45 years that can offer an opportunity to the hoteliers to make them more loyal as at this age if they become loyal guests, it will go for building and sustaining long term relationships with them.
- ✦ It was found that majority of the hotel guests were having their annual family income of being more than 10 lakhs. The hoteliers should segment its hotel guests considering their income to offer personalized hotel services as required by them such as viz., room service, customized food if required The hoteliers should pay critical attention to each of the service encounters that takes place with them viz., check in, room service, restaurant service and any other service if required so as to create pleasant experience capable of meeting his or her expectations. This positive experience will make them to respond in choosing same hotel again and also in increasing and improving their customer loyalty.

- ✦ As some of the hotel guests are also found to be professionally qualified, the hoteliers should keep in mind if they want to create loyal guests through the experience they give to guest for the first time when they visited the hotel.
- ✦ The hoteliers should provide proper training to hotel staff for handling and resolving customer complaints made by the hotel guests and reverting back to them quickly with solution to enhance the chance of creating committed guests.
- ✦ The hotel guests are found sensitive towards price. The hoteliers are facing the challenge of providing rooms and different types of services at competitive price as demand and supply of rooms keep on fluctuating very rapidly in hotel industry. The hoteliers should provide 'loyalty card' to guests to enable them for availing special privileges and or cash discount if they book their rooms in advance.
- ✦ The research study also revealed that the hotel guests with different age and different income may switch over to different hotels if, competitors offer attractive benefits and competitive services. The hoteliers should be aware of ongoing trends in the hotel industry, and what kind of new services need to be added as offered by competitors' hotels. What are their charges to update their services? This will enhance the knowledge of hoteliers in offering more attractive benefits and services at competitive price so that guests don't indulge into switching behavior and remains loyal.
- ✦ The hotel guests are sensitive towards the location of hotel while they choose hotel, as it is found that majority of respondents are professionally qualified which means that hotel should be well sign posted ,it should be close to Airport ,Railway station etc. So that all kinds of facilities which are not available in hotel can be easily reached. If, hotels are situated far from the main points mentioned above, pick & drop services can also be provided by the hoteliers, which will make guest feel convenient & comfortable stay at hotel.
- ✦ The commitment is one of the important factor in creating loyal customer. In first instance commitment from the hoteliers are required in serving hotel guests by understanding guests preference of room, food and other services which will make guests feel at home and thus will encourage guests to opt for same hotel again and again.

7. II: PART-II: HOTEL STAFF MEMBERS' OR HOTELIERS' RESEARCH STUDY
The Part-II has dealt with Hotel Staff Members' or Hoteliers' Study.

The researcher has attempted to offer concise sketch on hotel staff members' or hoteliers' study as follows.

7. II.0: PROLOGUE:

The research on Customer Relationship Management has become vital also for the marketers in formulating suitable marketing strategies for building long term relationships with customers. The successes of any firm largely depend on their ability of attracting and retaining its target prospects which is a very exciting task for them.

7. II.1: A BRIEF ABOUT THE HOTEL STAFF MEMBERS' OR HOTELIERS'RESEARCH STUDY:

This empirical research study based on exploratory and descriptive research design was undertaken with its chief objective to identify and evaluate Customer Relationship Management (CRM) practices to develop an understanding on prevalent state of the CRM practices in the selected hotels in selected cities that is Ahmedabad, Surat, Vadodara, and Rajkot in the State of Gujarat.

The research on Customer Relationship Management has become vital also for the marketers in formulating suitable marketing strategies for building long term relationships with customers. The success of any firm largely depend on their ability of attracting and retaining its target prospects which is a very exciting task for them. In this context, it was decided to undertake an empirical research study to examine prevalent Customer Relationship Management (CRM) practices as practiced by the selected hoteliers in the selected hotels that are located in the selected cities that is Ahmedabad, Surat, Vadodara and Rajkot in the State of Gujarat. It also aimed at assessing the outcome of selected CRM practices on selected criteria, viz; profitability; expanding the business, and increase in the market share amongst for the hoteliers in the State of Gujarat

7. II.2: RESEARCH METHODOLOGY:

The research design was exploratory as well as descriptive in nature. The researcher had attempted to gather, compile, & comprehend available information to undertake its critical review collected from various published sources of secondary data viz., newspapers; research journals; reports; websites, and search engines.

The researcher had used structured non-disguised questionnaire for the collection of the primary data from the selected hoteliers' involved in design and implementation of CRM practices in the selected hotels that are located in the selected cities in the State of Gujarat.

The non-probability sampling design and convenience sampling method was applied by the researcher with a key focus of drawing selected hoteliers' who are being employed as either hotel managers or the other supporting customer service staff members who are largely responsible for providing various kind of hotel services from amongst the four major selected cities that is Ahmedabad, Surat, Vadodara and Rajkot respectively in the State of Gujarat. Data analysis has offered information on customers' sources of information for hotel, number of times they visited the same hotel, their way of booking the hotel, purpose of their visit to the hotel, their awareness and usage of various hotel services during their stay.

The researcher had finally decided to include 204 responses from total number of 51 selected hotels located in the selected cities of the State of Gujarat for the purpose of data analysis and interpretation of hoteliers' study.

The researcher had drawn 46 hotel staff or hoteliers from the Vadodara City (22.5 per cent); 10 hotel staff or hoteliers from the Ahmedabad City (49.5 per cent); 25 respondents from the Surat city (12.3 percent), and finally 32 hoteliers and or hotel staff were drawn from the Rajkot City (15.7 percent) respectively. All dimensions of the structured questionnaire related with measuring experience were tested and the Cronbach's alpha that ranged from 0.533 to 0.891, which really showed internal reliability of the scale. Duly filled up and edited questionnaires were tabulated and analyzed with the help of SPSS 15.0.

7. II.3: A BRIEF ABOUT THE STRUCTURED QUESTIONNAIRE:

An attempt was made by the researcher to offer a brief outline on drafting of the structured questionnaire considering its key objective that was undertaken after in-depth reviewing of the existing literature with an objective to gather responses of hoteliers' who are responsible for implementation of CRM practices in the selected hotels that are located in the selected cities that is Ahmedabad, Surat, Vadodara and Rajkot of the Gujarat State. The structured questionnaire has been sub-divided into eight parts. The first part had dealt with frequency of updating of hotel guests' information by the selected hoteliers' every day, each month, every six month and or annually as the case may be. The second part had aimed at gathering of different kinds of guests' data & information by the hoteliers'. The third part of the questionnaire had covered questions relating to hoteliers' objectives of maintaining relationships with hotel guests whereas the fourth part of the questionnaire had considered questions related to presence or absence of various facilities in the selected hotels. The fifth part of the questionnaire included questions consisted of 09 items that were relating to collection of information as considered by hoteliers' for improving their hotels performance.

The sixth part of the questionnaire was devoted to ask the questions related to what criteria do hotels considered to evaluate performance and service outcome so as to improve and increase volume of business.

The seventh part of the questionnaire was the most significant one as it had covered questions on the perceived importance of hoteliers' on various CRM practices.

The eighth part of the questionnaire had aimed at obtaining data and information on selected demographic characteristics viz., age; gender marital status; educational qualifications, current position of respondent in the selected hotels. The review of literature too was considered in the drafting of the structured Questionnaire

7. II.3.1: Reliability of the Structured Questionnaire:

The selected criteria of the structured questionnaire drafted and put to use for obtaining responses of the selected hoteliers on their CRM practices too were pre-tested and the Cronbach's alpha ranged from 0.533 to 0.891. The summary of Cronbach's Alpha score for each of the selected criteria is given as below.

7. II.4: PROFILE OF SELECTED HOTEL STAFF MEMBERS OR HOTELIERS:

The researcher has attempted to outline profile of hotel staff members or hoteliers considering their selected demographic variables viz., age, gender, educational qualifications, marital status, and his or her designation in the hotel as follows. The data analysis of age group of selected hotel staff members or hoteliers revealed that in case of Baroda and Ahmedabad cities, maximum number of them were belonging to the age group of 26 to 35 years. Least number of respondents were found in each of the selected city and overall too in the age group of above 46 years. Overall and city wise data analysis revealed that, around 75 percent of the respondents (hotel staff members) were males, and 25 percent were females. The data analysis of educational qualifications revealed that maximum number of the hotel staff members were Post-Graduates (45 percent) in Baroda and Ahmedabad Cities whereas in Surat and Rajkot Cities, maximum number of them (54.15 percent) were found as Graduates. The overall data analysis revealed that maximum numbers of hotel staff members were found as Post-Graduates followed by Graduates (78 percent). Overall, 44.12 percent of the hotel staff members were found as unmarried, and Surat topped the list in this category where as in case of married respondents, Baroda City had topped the list. The study had revealed similar trend in all the selected cities of the Gujarat State. In case of Baroda City maximum numbers of selected hotel staff members were found either Duty Manager or Customer Relationship Manager whereas in case of Ahmedabad and Surat Cities maximum numbers of them were found as Customer Relationship Manager and Front Office Manager. In case of the Rajkot City, maximum respondents were placed either as Front Office Manager or Marketing Manager. Maximum numbers of respondents (42.2 percent) were found designated as "Customer Relationship Manager" and Front Office Manager followed by (32.8 percent) as Duty Manager and Marketing Manager respectively.

7. II.5: KEY RESULTS OF THE HOTEL STAFF MEMBERS' OR HOTELIERS' RESEARCH STUDY:

The key results received from data analysis based on hotel staff members' responses mainly revealed following.

- ✚ In case of Baroda, Ahmedabad and Surat City hotel staff members had gathered hotel guests' information each day, where as in case of Rajkot City it was gathered each month.
- ✚ More than half of the hotel staff updated guests' information each day, whereas 42percent of them had collected it on monthly basis.
- ✚ Overall, more than 95 percent of hotel staff members had shown their agreement on feedback given by the hotel guest for collecting information about the guest.
- ✚ In case of selected hotel staff members' responses on selected criteria on gathering information about guests', it found very high agreement on items concerning like viz., source of awareness about the hotel to customer, purpose of customers' visit to the hotel, frequency of their stay and feedback given by them in the selected cities of the Gujarat State.
- ✚ More than 95 percent of the hotel staff members in the Baroda and Ahmedabad city stated attracting new customers as an important objective of customer relationship management whereas responding to customers on demand emerged as the most important objective in the Surat City, and Rajkot City respectively.
- ✚ Overall, attracting new customers; to respond customers on demand, and to maintain existing business by retaining current customers were found as the ranked important objectives of CRM.
- ✚ Overall, less than 35 percent of selected respondents had confirmed availability of selected facilities in hotels. To illustrate, 33.8 percent had affirmed for swimming pool in the hotel,19.6 for sports facility in the hotel,20.6 percent were favorable for spa facility in the hotel, 7.4 percent had expected discotheque in the hotel, and 14.2 percent had favorably expressed for yoga room in the hotel,5.4 percent wished for beauty parlor in the hotel,19.6 percent expected Sauna & Jacuzzi in the hotel,11.3 percent of them had affirmed for shopping center in the hotel,34.3 percent for babysitters' facility whereas 9.8 percent had suggested for kids activity centre, and 29.4 percent for authorized liquor shop for permit holders in the hotel.
- ✚ Overall, city wise results revealed that the most important area that needed an improvement in the hotel was understanding the need of dissatisfied customer whereas personalizing staff guest encounters too was considered to be less important.

- ✦ 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 was used sometimes for evaluation of performance and service delivery.
- ✦ 90 percent of the hotel staff members had always agreed to item viz., percentage of repeat customers and 79.20 percent of them had always used occupancy rate for evaluation of performance and service delivery.
- ✦ More than 63 percent of selected respondents in the Surat City 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.
- ✦ In case of Rajkot City, more than 40 percent of them had sometimes used statements such as viz., 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 had always used increase in sales revenue, occupancy rate and percentage of repeat customers, followed by 21.87 percent of had never used statements like growth of repeat sales for evaluation of performance and service delivery in hotel respectively.
- ✦ Overall data analysis had provided the patterns which revealed that 81.9 percent of hotel staff members had reported that request for specific room number is availed, 87.3 percent repeat guest need not to wait at reception, 49.5 percent customers were greeted with flowers, 75.5 customers were greeted with welcome drink, 71.1 personalized welcome letter in arrival rooms, 51.5 percent provides music on demand in room, 50.5 percent provides movie on demand in room, 51.5 percent takes to the local market, 68.1 percent reward customer for their contribution towards profit, 74.5 percent encourage customers to stay, by offering membership card, 86.3 percent provides knowledge about customers' to staff, 89.2 percent of hoteliers' wishing them on important occasions, 79.4 percent of them give discount on special occasion during their stay, 73.5 percent special discounts during festivals, 52 percent every fortnight get together for long stayers, 86.3 percent welcome complaints from customers, 90.7 percent issue regret letter for specific complaint, 92.2 percent change any action to benefit customer, 85.3 percent make system flexible to adapt to changing needs, 69.6 percent analyze the cause of customer defection through exit interview, 87.7 percent design training program for deepening relationship, 87.3 percent encourage employees to consider customer on life time basis, 84.8 percent encourage employees to exceed customers' expectation, 89.2 percent reward employees on meeting customers' need, 89.2 percent

reward employees on successfully serving customers',92.6 monitors our service quality performance,88.1 percent delivers a consistent customer experience across all touch points,79.4 percent enhance the life time value of customer through loyalty program and 83.3 percent use information technology for data mining were regarded as those customer relationship management practices were in more than 47 percent and less than 93 percent of hoteliers reported for it amongst all the selected hotels in selected cities of the State of Gujarat.

- ✚ More than 49 percent of hotel staff members in Baroda, Ahmedabad and Rajkot City had positively argued for the statement viz; connect with customers via -phone after they leave for emotional bonding for maintaining relationship with customers' whereas in case of Rajkot City, 37.5 percent of them had used this statement for maintaining relationship.

7. II.6: FINDINGS OF THE OF THE HOTEL STAFF MEMBERS' OR HOTELIERS' RESEARCH STUDY:

The researcher has applied Chi-square test, ANOVA, and Factor analysis to test various hypotheses. The primary data were collected from the hotel staff members (or) hoteliers from the four major cities of the Gujarat State, viz., Baroda, Ahmedabad, Surat, Rajkot respectively.

- ✚ The gathering of information from the selected hotel guests' was found heterogeneous amongst selected hoteliers across the hotels located in the four selected cities of the Gujarat State.
- ✚ The significant difference was found in the practices applied by selected hoteliers in the selected cities of the Gujarat State. In case of certain selected criteria concerning CRM practices viz., source of awareness about the hotel to customer; preference of room by customer; kind of food preferred by customer; additional services purchased by customer, and preferred method of payment was found as insignificant.
- ✚ 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.
- ✚ The perceived importance concerning selected criteria aimed at improving hotels' performance amongst selected four cities of the Gujarat State was found as heterogeneous. But, in case of selected criterion "personalizing communication strategy", it was found to be homogeneous.
- ✚ 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.

- ✦ 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 feedback 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.

7. II.7: IMPLICATIONS AND RECOMMENDATIONS OF HOTEL STAFF MEMBERS' OR HOTELIERS' RESEARCH STUDY:

- ✦ The research findings revealed that hoteliers of different hotels in different selected cities in the state of Gujarat are not much concerned about the CRM practices related to gathering information from the selected customers.
- ✦ Based on the review of literature, various criteria mentioned by researcher that were found important for the hoteliers, if they want to cater the customized needs of the individual customer, which ultimately lead to customer satisfaction and retention of the customer.
- ✦ The purpose & frequency of every hotel guest should be recorded properly & if they give feedback, hotelier should follow that rigorously
- ✦ The managers are required to attend more sessions 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. They 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.

- ✦ Data analysis revealed that still there is a need of focusing more on CRM practices, because still hoteliers are differing in perceived importance of CRM practices, which are to be taken care properly for the attraction, retention & maintain the customer.
- ✦ Data analysis revealed that still there is a need of focusing more on CRM practices, because still hoteliers are differing in perceived importance of CRM practices, which are to be taken care properly for the attraction, retention & maintain the customer.

7.2: OVERALL RECOMMENDATIONS OF THE RESEARCH STUDY:

The significant recommendations and voluntary suggestions that can be offered having policy perspective and strategic implications emergent based on analysis and interpretation of the hotel guests' & hoteliers' responses have been listed out as follows.

- ✦ The management needs to have more interaction with the hotel guests to understand their needs and expectations.
- ✦ The management needs to delegate more responsibility to the staff across the hotels so that they can make sensible decisions with the guests (Hotels H and C are good examples of this).
- ✦ The hotel staff needs formal training in service quality to deal with different types of guests and their needs. This recommendation relates directly to empathy and the low mean scores from the analysis supports this.
- ✦ Communication between departments at the weekly meetings should adequately represent the views and concerns of the front-line staff. The present standardized procedures are not being consistently followed. More spot checks must be carried out to get rid of cleanliness problems within rooms in these hotels.
- ✦ Complaints and compliments must be circulated among the hotels so that staffs are aware of problems and merits. There should always a member of staff at reception and in the restaurant to respond to the needs of the guest.
- ✦ Recruitment process need be standardized.
- ✦ Maximum number of hotel guests' in the hotel are found as males indicative of an opportunity for the hoteliers for attracting female as their hotel guest by implementing befitting marketing strategies.
- ✦ The hoteliers must critically evaluate food habits; kind of room hotel guest is likely to prefer to enhance the chance of attracting and also retaining the guests in the hotel.
- ✦ It is being found that the hotel guests with the annual family income of below Rs.3 lakh had also obtained the benefits and facilities of hotels as well as hotel guest having annual family income of more than Rs 10 lakh.

It is therefore a challenging task for hoteliers to cater the needs of two different income groups as there would be diverse needs of dissimilar income groups and maintaining relationship with different income groups shall require different efforts.

- ✦ As maximum number of hotel guests are found aware of benefit of having less number of dependent family members which not only enhances their spending power as the hotel guests, but it also enhances their choice of services in the hotels of Gujarat.
- ✦ The hoteliers need to check and improve upon their services to better meet and satisfy the needs of hotel guests' coming from different parts of the world with diverse expectations to be fulfilled at each touch point so as to make their journey pleasurable and memorable.
- ✦ The hoteliers should take utmost care of the hotel guests because the impression it makes on guest should be attractive, calm and conducive through proper furnishing. It was being found that furnishing is the most important criteria of ambience. There are various important areas of the hotel like lobby where guests would usually start his or her visit and end their visit, so it too need to be considered by the hoteliers.
- ✦ Restaurants is a place where guest would indulge for diverse type of food and rooms where also furnishing requires special attention as guest checks-in for good night's sleep so beds and bedding too deserve special attention of the hoteliers.
- ✦ Each and every corner of the hotel requires focus on furnishing, and it should be altered and renovated undergo a change as per the change in fashion.
- ✦ Sufficient Lighting should be provided in each and every corner of the hotel, it is one of the easier and relatively inexpensive ways to complement architecture and make every corner of hotel lively.
- ✦ As each area of hotel requires different lighting the hoteliers should be vigilant enough for the requirements of different types of lighting. To illustrate lighting at work place should be bright, direct light would be preferred in serving food, soft, comfortable general light should be made available while watching TV or while having a conversation and decorative lighting helps to portray some architectural effect, or piece of artwork or to create relaxing mood of the guest.
- ✦ The hotels need to change the way guests check in to their rooms eradicating the conventional stop at the front desk to speed up, simplify and, in some cases, personalize the process.
- ✦ In case of those hotel guests, who have booked the hotel online, the task of hotel staff becomes much easier as guest even mention their expected arrival time which shall be helpful to the housekeeping staff to keep themselves well prepared with the room cleaning schedule and check-in must become speedy and fast.

- ✚ The hotel should offer money changing facility as those hotel guests who had stayed and availed hotel services are also from the different parts of the world
- ✚ The housekeeping staff should use quality room cleaning service to achieve consistent customer satisfaction as cleanliness in room and bathroom emerged as the most critical criteria for guests while forming his/her opinions.
- ✚ The hotel staff should also ensure that clean linen is provided in room, floor of room is clean and no dust is found in cupboard or any other furniture within room, absence of bad smells or odor are very important apart from this no evidence of previous guest in room should be found.
- ✚ It is very important for hotel staff to take care of cleanliness in bathroom also where in cleanliness of toilet seats and clean towels is a matter of crucial concern and this can help in creating clean and hospitable environment and positive frame of mind for hotel guest to come back again.
- ✚ The hotel should offer controlled and comfortable temperatures in all possible areas of hotel. The Air conditioning units should also be used for removing dust and dirt and adjusting the humidity. It should be noted that air-condition should be in a workable condition. If not found in workable condition, it may irritate guest leading to dissatisfaction and poor loyalty respectively.
- ✚ The selected hotels in Gujarat should follow standardized steps to deliver satisfactory services, viz; greeting and asking for permission to get into the room as every guest is different some may not like any kind of interruption in their room even though clearing the rubbish is required. The hotels should inculcate standardized way of providing housekeeping services to make it satisfactory.
- ✚ The hotel staff should customize the experience of a guest on a one to one basis by serving food to the guest as per his/her need, as each guest places orders for food with certain expectations, thus the kitchen staff should put efforts to make his/her experience memorable.
- ✚ The restaurant staff should be trained to attend confused, new and regular guest as each guest require attention. In case if guest is new and is confused in ordering food then restaurant staff shall help them.
- ✚ The restaurant staff should be vigilant enough to know and understand the need of guest by closely observing the guest, if guest seems to be celebrating; very cautiously staff can ask for the kind of occasion been celebrated and then offer to bring an appropriate beverage, dessert or any other popular food item. This should be done to create every engagement of hotel with the guest memorable and enjoyable.

- ✚ Treating each guest differently is the need of an hour personalizing their stay from check-in to check-out by identifying type of room preferred by them as well as his or her dietary preferences, choice of T.V programme by informing them about the customized services available to them , giving discount on some services ,providing them with membership card of the hotel and delivering a unique service or product to each guest according to his or her preferences, that would differentiate a hotel from the service of other hotel, thus strengthening guest loyalty.
- ✚ The hotel guest should feel safe as if he/she is at home. It is the most important part of any hotel. Safety from theft, fire and consideration of others' point of view by the hotel staff was found as important. The hotels should have proper security staff and identity of each guest should be checked properly so that terrorist cannot enter the premises of hotel.
- ✚ Getting social bonding with the hotel guest is not an easy task as it would require lot of personal involvement of the staff members towards guest with lot of emotional content, that hotel guest requires in each service encounter. If, social bonding is found between the hotel staff and guest then hotel staff can wish guest even on an important occasion and can make each service encounter memorable.
- ✚ Sometimes certain food preparations are not part of the hotel menu but still consideration of guests' request & preparation of that dish shall increases the value of the hotel & customer feels affiliated & privileged, so consideration of customized food preparations & making food on special requests are also recommended.
- ✚ 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.

7. 3: OVERALL SUGGESTIONS OF RESEARCH STUDY:

An attempt has been made to offer few suggestions based on the results generated from the qualitative and quantitative analysis concerning significant areas where improvement is expected for the betterment of the hotel industry that has been listed out as follows.

- ✚ The hoteliers need to be innovative in bringing guests for the reasons viz; rest and relaxation, fun, sports, recreation, health and religious motives that can act as a support system to tourism and health sector.

- ✦ 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.
- ✦ 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.
- ✦ Organization 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.
- ✦ Periodical examination of pay scales, job descriptions, and systems that impact employees' benefits, promotion and retirement would provide a vehicle for personal growth and satisfaction
- ✦ The hoteliers should put efforts to make best use of personalization which is defined in the context of this research study as one under which receptionists shall personally recognize the guest, go beyond what is expected, and make the guest feel really special; regular calls them by their first names; persuade them to join a hotel membership club and receiving special privileges are evidences of it.
- ✦ The real way to increase loyalty and improve retention is not to satisfy hotel guests', but to delight them. Frequently dissatisfied customers leave firms that fail to perform up to their expectations.
- ✦ Lack of awareness amongst the hotel guests regarding the facilities & services provided in the hotel, can be handled well by developing a self-explanatory attractive website of the hotel.
- ✦ The hoteliers should upload pictures of big events on websites and keep them in hotel gallery concerning big events organized by them, if, any and also to highlight the visit of any celebrity to their hotel which can enhance the image of the hotel in the minds of hotel guests.
- ✦ The hoteliers can incorporate questions about expectations of hotel guests to improve future services in their feedback form.
- ✦ The hoteliers should make use of pictorial presentations of signboards to improve access and convenience to hotel guests.
- ✦ In case of female guests, who drive four wheeler, parking by concierge is recommended, which will be convenient to them and
- ✦ Request for Specific Room Number, Special need during Check-in, Special Discount on Room and Frequent guest programme that allows earning points towards free accommodation should also be given importance for the guest of various Age group, Gender ,Occupation, Education Qualification and Income.

- ✦ The hoteliers should be aware of ongoing trends in the hotel industry, and what kind of new services need to be added as offered by competitors' hotels.
- ✦ The hoteliers should provide special discount for newly wedded couples and couple having birthday and anniversary during their stay.
- ✦ The hoteliers should have proper check-in process of all the visitors in the hotel keeping in mind the safety & security of guests staying in hotel.
- ✦ In case of a guest with family up to a certain age of the kid an additional bed can be provided free of cost.
- ✦ The positive word of mouth plays crucial role in making hotel guests to behave in a same way again and again and retaining an old hotel guests and attracting new guests in hotel, so hotelier should take care of guest very well.
- ✦ In case of package stay, the hoteliers should provide breakfast in the fixed hours that is 8 A.M. to 10 A.M. which is largely found inconvenient to guests, which may be relaxed for higher Age people and in case of special case breakfast should be delivered in the room of guests.
- ✦ Continuous e-contact should be retained, and gifts on special occasion like Birthday, Anniversary should also be given without fail.
- ✦ Those hotel guests who do not swim regularly prefer to get swimming costume from the hotel and regular chlorination of water should be there.
- ✦ If, hotels are situated far from the main points mentioned above, pick & drop services should be provided by the hoteliers, which will make hotel guest feel convenient & comfortable stay at hotel.
- ✦ It is suggested that hoteliers should have a special locker in room which could open only through voice of a stayer. Safety provisions should be there at the room like magic eye and a record of staff serving the customer in that room could facilitate safety in room. Frequent and timely visit of housekeeping persons in the bathroom would lead to cleanliness in bathroom.
- ✦ Safety is a matter of high concern for the guest of all demographic variables so fixation of CCTV camera in lobby and proper security check of everyone who checks in the hotel and record of every staff members' background would avoid any mis- happening in the Hotel this would result into happy and safe stay of hotel guests.
- ✦ The hoteliers should keep a list of services provided by them inside the room.
- ✦ The hoteliers should extended check-out time to customers to earn goodwill.
- ✦ By not deviating from the conventional 12 noon check-out timing, hotels are increasingly looking at providing late checkout facility to customers mixing goodwill with marketing.

- ✦ A strong online presence is vital. The hoteliers should continually engage using multi-touch point's viz., blogs, interactive social media platforms, webinars, newsletters, eBooks', photo and, video sharing Medias.
- ✦ The hoteliers should focus more on fresh content, rich media and frequent promotion updates in their websites to increase their online booking.
- ✦ The hotel guests prefer direct booking and make their transactions online, so, frequent updates, fresh contents, hassle free transaction modes and user-friendly navigation are imperative to stay ahead of the competition.

7. 4: DIRECTIONS FOR FUTURE RESEARCH STUDY:

Today, businesses are facing an immense competition, and it has become difficult for them to survive in competitive environment and uncertain customer market place. So more and more businesses are adopting customer-centric strategies, programs, tools, and technology for efficient and effective Customer Relationship Management [CRM]. These businesses have realized the need for in detail and integrated customer information in order to build close mutually satisfying and ongoing relationships with their customers.

The results of this empirical research study have suggested that there are various factors which may help hotel industry to build long-lasting and ongoing relationship with the hotel guests'. But, it was found in each of the factor that with the change in demographic variables the significance of those factors varied. The study was conducted from the perspective of hotel guest and also from the perspective of hoteliers which has enriched study in terms of CRM practices practiced by hoteliers' and the expectation and experience of hotel guests' on CRM practices of hotel industry in the State of Gujarat.

In view of above, the researcher has offered her input on directions for the future research as follows:

- The research study has focused on four major cities of Gujarat, and either similar studies or comparative empirical research studies can be conducted amongst various cities of Gujarat State and or any other Cities and States of India.
- The researcher has conducted a two-fold research study focusing on hotel guests' or customers' as well as hotel staff members or hoteliers. It can further be carried out separately for each of the department of hotels separately so as to improve and strengthen CRM practices possibly for each of the service encounters specifically.
- The future research can also be undertaken between CRM practices practiced by the hotel sector either as per its classification of ratings considering its acceptable definitions in India.

7. 5: LIMITATIONS OF THE RESEARCH STUDY:

- As this study involves collection of primary data through informal discussion and use of structured-non-disguised questionnaire based on an empirical field survey, all efforts were made to check, reduce and minimize ambiguous responses as provided by the selected respondents that may lead to distorted and incorrect data information, analysis and findings.
- As this empirical field study was mainly undertaken based on collection of primary data and information mainly from urban population, it would be inappropriate to generalize it as fit and good for the whole population.
- The study is mainly carried out in the four selected cities viz., Ahmedabad, Surat, Vadodara and Rajkot hence, this research work does not aimed to cover the total picture of urban customers.
- The quantitative method was put to use for establishing relationships between variables, but it could be considered weak in identifying the reasons for those relationships as the case may be.
- The findings of the research study are suffering limitations of sampling design as followed by us.
- Errors due to misinterpretation or misunderstanding or Hotel customers', inattention might or might not have affected results of this research study systematically.

APPENDICES

Table Number: 7: I: 1
Profile of Selected Hotel Guests' in the State of Gujarat

Sr. No.	Selected Background Variables of Selected Hotel Guests		Number and Percentages of Selected Respondents [Hotel Guests']				
			Baroda	Ahmedabad	Surat	Rajkot	Total
01	Gender	Males	234(77.7)	367(81.7)	155(77.5)	193(77.2)	949(79.1)
		Females	67(22.3)	82(18.3)	45(22.5)	57(22.8)	251(20.9)
		Total	301(100)	449(100)	200(100)	250(100)	1200(100.0)
02	Marital Status	Un-Married	128(42.5)	173(38.5)	95(47.5)	143(57.2)	539(44.9)
		Married	173(57.5)	276(61.5)	105(52.5)	107(42.8)	661(55.1)
		Total	301(100)	449(100)	200(100)	250(100)	1200(100)
03	Age Group	Below 25 years	40 (13.3)	67(14.9)	24(12.0)	42(16.8)	173(14.4)
		26 to 35 years	89(29.6)	154(34.3)	94(47.0)	114(45.6)	451(37.6)
		36 to 45 years	90 (29.9)	105 (23.4)	43 (21.5)	46 (18.4)	284 (23.7)
		Above 46 years	82 (27.2)	123 (27.4)	39 19.5)	48 (19.2)	292 (24.3)
			Total	301(100)	449(100)	200(100)	250(100)
04	Educational Qualifications	Less than Graduate	4(1.3)	6(1.3)	3(1.5)	5(2.0)	18(1.5)
		Graduate	69(22.9)	90(20.0)	52(26.0)	37(14.8)	248(20.7)
		Post-Graduate	110(36.5)	157(35.0)	72(36.0)	112(44.8)	451(37.6)
		Professional Qualifications	113(37.5)	180(40.1)	70(35.0)	91(36.4)	454(37.8)
		Diploma	3(1.0)	3(.7)	0(.0)	0(.0)	6(.5)
		Others	2(.7)	13(2.9)	3(1.5)	59(2.0)	23(1.9)
			Total	301(100.0)	301(100.0)	449(100.0)	200(100.0)
05	Occupation	Housewives	0(.0)	11(2.4)	3(0.015)	5(2.0)	19(1.6)
		Student	4(1.3)	6(1.3)	3(0.015)	5(2.0)	18(1.5)
		Businessman/Women	65(21.6)	124(27.6)	41(0.215)	51(20.4)	281(23.4)
		Self-employed	63(20.9)	72(16.0)	34(0.215)	48(19.2)	217(18.1)
		Service	84(27.9)	97(21.6)	75(0.415)	69(27.6)	325(27.1)
		Professional	85(28.2)	136(30.3)	44(0.215)	72(28.8)	337(28.1)
		Others	0(.0)	3(.7)	0(0.015)	0(.0)	3(.3)
			Total	301(100.0)	301(100.0)	200(100.0)	250(100.0)

Table Number: 7: I: 2: Selected Hotel Guests' Overall Expectation on Selected Criteria of the 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	Ambience of the Hotel	3 (1.0)	298 (99.0)	4 (.9)	445 (99.1)	0 (.0)	200 (100.0)	0 (.0)	250 (100.0)	7 (.6)	1193 (99.4)
02	Room of the Hotel	23 (7.6)	278 (92.4)	24 (5.3)	425 (94.7)	9 (4.5)	191 (95.5)	12 (4.8)	238 (95.2)	68 (5.7)	1132 (94.3)
03	Functioning of products in Hotel	16 (5.3)	285 (94.7)	25 (5.6)	424 (94.4)	13 (6.5)	187 (93.5)	15 (6.0)	235 (94.0)	69 (5.8)	1131 (94.3)
04	Housekeeping Services	20 (6.6)	281 (93.4)	24 (5.3)	425 (94.7)	8 (4.0)	192 (96.0)	16 (6.4)	234 (93.6)	68 (5.7)	1132 (94.3)
05	Facilities in Hotel	38 (12.6)	263 (87.4)	63 (14.0)	386 (86.0)	35 (17.5)	165 (82.5)	36 (14.4)	214 (85.6)	172 (14.3)	1028 (85.7)
06	Food Quality	37 (12.3)	264 (87.7)	34 (7.6)	415 (92.4)	20 (10.0)	180 (90.0)	24 (9.6)	226 (90.4)	115 (9.6)	1085 (90.4)
07	Service Quality	21 (7.0)	280 (93.0)	13 (2.9)	436 (97.1)	3 (1.5)	197 (98.5)	9 (3.6)	241 (96.4)	46 (3.8)	1154 (96.2)
08	Behavior of Staff	10 (3.3)	291 (96.7)	7 (1.6)	442 (98.4)	4 (2.0)	196 (98.0)	3 (1.2)	247 (98.8)	24 (2.0)	1176 (98.0)
09	Social bonding	57 (18.9)	244 (81.1)	52 (11.6)	397 (88.4)	27 (13.5)	173 (86.5)	19 (7.6)	231 (92.4)	155 (12.9)	1045 (87.1)
10	Personalization	60 (19.9)	241 (80.1)	55 (12.2)	394 (87.8)	26 (13.0)	174 (87.0)	23 (9.2)	227 (90.8)	164 (13.7)	1036 (86.3)
11	Reliability	42 (14.0)	259 (86.0)	47 (10.5)	402 (89.5)	16 (8.0)	184 (92.0)	19 (7.6)	231 (92.4)	124 (10.3)	1076 (89.7)
12	Commitment	37 (12.3)	264 (87.7)	31 (6.9)	418 (93.1)	15 (7.5)	185 (92.5)	14 (5.6)	236 (94.4)	97 (8.1)	1103 (91.9)
13	Trust	19 (6.3)	282 (93.7)	33 (7.3)	416 (92.7)	10 (5.0)	190 (95.0)	13 (5.2)	237 (94.8)	75 (6.3)	1125 (93.8)
14	Pricing in the Hotel	43 (14.3)	258 (85.7)	48 (10.7)	401 (89.3)	21 (10.5)	179 (89.5)	20 (8.0)	230 (92.0)	132 (11.0)	1068 (89.0)
15	Complaint Management	39 (13.0)	262 (87.0)	80 (17.8)	369 (82.2)	28 (14.0)	172 (86.0)	32 (12.8)	218 (87.2)	179 (14.9)	1021 (85.1)

Table Number: 7: I: 3: Selected Hotel Guests' Overall Satisfaction/Dissatisfaction on selected criteria of Hotel

Sr. No.	Selected Criteria	Number and Percentages of Respondents									
		Baroda		Ahmedabad		Surat		Rajkot		Total	
		S	DS	S	DS	S	DS	S	DS	S	DS
01	Ambience of the Hotel	43 (14.3)	258 (85.7)	54 (12.0)	395 (88.0)	36 (18.0)	164 (82.0)	28 (11.2)	222 (88.8)	161 (13.4)	1039 (86.6)
02	Room of the Hotel	31 (10.3)	270 (89.7)	45 (10.0)	404 (90.0)	26 (13.0)	174 (87.0)	26 (10.4)	224 (89.6)	128 (10.7)	1072 (89.3)
03	Functioning of products in Hotel	51 (16.9)	250 (83.1)	84 (18.7)	365 (81.3)	37 (18.5)	163 (81.5)	29 (11.6)	221 (88.4)	201 (16.8)	999 (83.3)
04	Housekeeping Services	46 (15.3)	255 (84.7)	60 (13.4)	389 (86.6)	26 (13.0)	174 (87.0)	38 (15.2)	212 (84.8)	170 (14.2)	1030 (85.8)
05	Facilities in Hotel	63 (20.9)	238 (79.1)	127 (28.3)	322 (71.7)	50 (25.0)	150 (75.0)	58 (23.2)	192 (76.8)	298 (24.8)	902 (75.2)
06	Food Quality	60 (19.9)	241 (80.1)	68 (15.1)	381 (84.9)	40 (20.0)	160 (80.0)	53 (21.2)	197 (78.8)	221 (18.4)	979 (81.6)
07	Service Quality	65 (21.6)	236 (78.4)	101 (22.5)	348 (77.5)	42 (21.0)	158 (79.0)	46 (18.4)	204 (81.6)	254 (21.2)	946 (78.8)
08	Behavior of Staff	49 (16.3)	252 (83.7)	49 (10.9)	400 (89.1)	38 (19.0)	162 (81.0)	43 (17.2)	207 (82.8)	179 (14.9)	1021 (85.1)
09	Social bonding	178 (59.1)	123 (40.9)	284 (63.3)	165 (36.7)	133 (66.5)	67 (33.5)	147 (58.8)	103 (41.2)	742 (61.8)	458 (38.2)
10	Personalization	173 (57.5)	128 (42.5)	268 (59.7)	181 (40.3)	120 (60.0)	80 (40.0)	147 (58.8)	103 (41.2)	708 (59.0)	492 (41.0)
11	Reliability	99 (32.9)	202 (67.1)	131 (29.2)	318 (70.8)	72 (36.0)	128 (64.0)	73 (29.2)	170 (68.0)	375 (31.3)	818 (68.2)
12	Commitment	109 (36.2)	192 (63.8)	140 (31.2)	309 (68.8)	58 (29.0)	142 (71.0)	76 (30.4)	174 (69.6)	383 (31.9)	817 (68.1)
13	Trust	81 (26.9)	220 (73.1)	114 (25.4)	335 (74.6)	60 (30.0)	140 (70.0)	67 (26.8)	183 (73.2)	322 (26.8)	878 (73.2)
14	Pricing of Room	126 (41.9)	175 (58.1)	168 (37.4)	281 (62.6)	82 (41.0)	118 (59.0)	88 (35.2)	162 (64.8)	464 (38.7)	736 (61.3)
15	Complaint Management	129 (42.9)	172 (57.1)	169 (37.6)	280 (62.4)	76 (38.0)	124 (62.0)	88 (35.2)	162 (64.8)	462 (38.5)	738 (61.5)

Table Number: 7: I: 4:
Selected Hotel Guests' Overall Expectation on Selected CRM Practices of Selected Hoteliers vis-à-vis
Selected Hotel Guests' Age; Income, Gender, Educational Qualifications, Marital Status and Occupation

Sr. No.	Selected Criteria	'P' Value of X ²					
		A	G	MS	O	EQ	I
01	Ambience of the Hotel	S(.000)	NS(.172)	S(.017)	S(.015)	S(.003)	S(.002)
02	Room of the Hotel	S(.001)	NS(.945)	S(.009)	S(.000)	S(.000)	S(.000)
03	Functioning of products in Hotel	S(.000)	S(.045)	NS(.081)	NS(.385)	NS(.121)	S(.000)
04	Housekeeping Services	S(.000)	S(.000)	S(.000)	S(.000)	S(.000)	S(.000)
05	Facilities in Hotel	S(.027)	S(.000)	S(.000)	S(.000)	S(.000)	S(.000)
06	Food Quality	S(.000)	S(.029)	NS(.292)	S(.000)	S(.000)	S(.000)
07	Service Quality	S(.006)	S(.001)	NS(.190)	S(.008)	S(.001)	S(.000)
08	Behavior of Staff	NS(.402)	NS(.131)	S(.000)	S(.013)	S(.000)	S(.007)
09	Social bonding	S(.000)	S(.000)	NS(.914)	S(.000)	S(.000)	S(.000)
10	Personalization	S(.020)	NS(.131)	S(.010)	S(.000)	NS(.246)	NS(.593)
11	Reliability	S(.000)	S(.011)	NS(.202)	S(.000)	S(.012)	S(.000)
12	Commitment	S(.000)	S(.000)	S(.000)	NS(.085)	S(.000)	S(.000)
13	Trust	S(.000)	NS(.700)	NS(.869)	S(.000)	S(.000)	S(.021)
14	Pricing of Room	S(.000)	S(.000)	S(.022)	S(.013)	S(.013)	S(.000)
15	Complaint Management	S(.000)	S(.034)	S(.029)	S(.000)	S(.000)	S(.000)

Table Number: 7: I: 5:
Selected Hotel Guests' Overall Satisfaction/Dissatisfaction on Selected CRM Practices of Selected Hoteliers
vis-à-vis Selected Hotel Guests' Age; Income, Gender, Educational Qualifications, Marital Status and Occupation

Sr. No.	Selected Criteria	'P' Value of X ²					
		A	G	MS	O	EQ	I
01	Ambience of the Hotel	S(.000)	NS(.071)	S(.000)	S(.003)	NS(.321)	S(.000)
02	Room of the Hotel	S(.009)	S(.007)	NS(.639)	S(.000)	S(.001)	S(.000)
03	Functioning of products in Hotel	S(.000)	S(.000)	NS(.110)	S(.000)	S(.000)	S(.000)
04	Housekeeping Services	S(.000)	NS(.928)	NS(.109)	S(.002)	S(.042)	S(.000)
05	Facilities in Hotel	S(.000)	S(.000)	S(.003)	S(.000)	S(.000)	S(.000)
06	Food Quality	NS(.503)	NS(.132)	S(.000)	S(.000)	S(.008)	S(.000)
07	Service Quality	NS(.000)	S(.000)	NS(.401)	S(.000)	S(.047)	S(.000)
08	Behavior of Staff	S(.000)	NS(.268)	NS(.268)	S(.030)	S(.005)	S(.000)
09	Social bonding	S(.000)	S(.001)	S(.000)	S(.000)	S(.001)	S(.000)
10	Personalization	S(.006)	S(.004)	S(.000)	S(.000)	S(.000)	S(.000)
11	Reliability	S(.000)	S(.008)	S(.004)	NS(.081)	S(.000)	S(.000)
12	Commitment	S(.000)	S(.000)	S(.018)	S(.000)	S(.000)	S(.000)
13	Trust	S(.001)	S(.019)	S(.015)	S(.014)	S(.000)	S(.000)
14	Pricing of Room	S(.000)	NS(.192)	NS(.086)	S(.000)	S(.000)	S(.000)
15	Complaint Management	S(.000)	NS(.097)	NS(.767)	S(.006)	S(.049)	S(.035)

**Table Number: 7: I: 6:
Market Performance Analysis And Customers' Satisfaction Score**

Selected Hotel service Items	BARODA				AHMEDABAD				SURAT				RAJKOT			
	Pm	Im	C.S.S. = Im/Pm	Sat. level	Pm	Im	C.S.S. = Im/Pm	Sat. level	Pm	Im	C.S.S.= Im/Pm	Sat. level	Pm	Im	C.S.S.= Im/Pm	Sat. level
Ambiance: Located at a Convenient place	4.12	4.03	0.98	S	4.25	4.17	0.98	S	4.22	4.12	0.98	S	4.09	4.00	0.98	S
Ambiance: Is well Signposted	3.77	3.67	0.97	S	4.10	3.95	0.96	S	4.25	3.87	0.91	DS	4.04	3.77	0.93	DS
Ambiance: Sufficient Parking space	3.96	3.71	0.94	DS	4.13	3.95	0.96	S	4.02	3.80	0.95	DS	4.04	3.91	0.97	S
Ambiance: Free from Pollution	4.25	3.99	0.94	DS	4.27	4.06	0.95	DS	4.24	3.99	0.94	DS	4.12	3.88	0.94	DS
Ambiance: Is well Painted	4.14	4.10	0.99	DE	4.33	4.26	0.98	S	4.27	4.24	0.99	DE	4.17	4.24	1.02	DE
Ambiance: Is well Furnished	4.22	3.99	0.94	DS	4.27	3.97	0.93	DS	4.35	4.11	0.94	DS	4.18	4.06	0.97	S
Ambiance: Sufficient Lighting	4.26	4.20	0.99	DE	4.39	4.27	0.97	S	4.40	4.15	0.94	DS	4.34	4.25	0.98	S
Service Quality: Provides 24 hrs. Online reservation	3.98	3.82	0.96	DS	4.20	3.97	0.95	DS	4.30	3.98	0.93	DS	4.16	4.00	0.96	S
Service Quality: Check-in Process in Hotel is simple	4.14	4.06	0.98	S	4.48	4.30	0.96	S	4.36	4.10	0.94	DS	4.25	4.02	0.95	DS
Service Quality: Check-in process takes less time	4.17	4.18	1.00	DE	4.40	4.29	0.98	S	4.36	4.25	0.97	S	4.23	4.18	0.99	DE
Facilities in Hotel: Sports Facility	3.34	3.68	1.10	DE	3.32	3.54	1.07	DE	3.42	3.90	1.14	DE	3.54	3.62	1.02	DE
Facilities in Hotel: Gym Facility	3.75	3.99	1.06	DE	3.79	3.96	1.05	DE	3.81	4.03	1.06	DE	3.98	3.76	0.95	DS
Facilities in Hotel: Swimming Pool	3.43	3.74	1.09	DE	3.47	3.75	1.08	DE	3.66	3.96	1.08	DE	3.71	3.66	0.99	DE
Rooms: Rooms of Hotel are well Furnished	4.23	3.96	0.94	DS	4.23	4.00	0.95	DS	4.34	4.00	0.92	DS	4.30	4.04	0.94	DS
Rooms: Rooms in the Hotel are Safe	4.27	4.21	0.98	S	4.41	4.31	0.98	S	4.42	4.28	0.97	S	4.28	4.16	0.97	S
Rooms: Provides Safe Deposit locker in Room	3.96	3.96	1.00	DE	4.24	4.34	1.02	DE	4.05	4.00	0.99	DE	4.16	4.10	0.99	DE
Functioning of the Product : Fax Facility	3.54	3.64	1.03	DE	3.59	3.62	1.01	DE	3.56	3.50	0.98	S	3.73	3.68	0.99	DE
Functioning of the Product :Air Condition	4.51	4.21	0.93	DS	4.67	4.47	0.96	S	4.62	4.21	0.91	DS	4.75	4.37	0.92	DS
Functioning of the Product :T.V	3.99	4.07	1.02	DE	4.28	4.26	1.00	DE	4.27	4.12	0.96	S	4.30	4.20	0.98	S
Functioning of the Product: Telephone	4.28	4.13	0.97	S	4.32	4.17	0.97	S	4.30	4.08	0.95	DS	4.50	4.18	0.93	DS
Rooms: Wi-Fi Connectivity is available in the Room	4.18	4.29	1.03	DE	4.47	4.33	0.97	S	4.48	4.34	0.97	S	4.44	4.26	0.96	S
Rooms: Arrangement inside the Room is Comfortable	4.21	4.09	0.97	S	4.38	4.21	0.96	S	4.33	4.11	0.95	DS	4.30	4.12	0.96	S
Rooms: Maintains Cleanliness in Room	4.24	4.13	0.97	S	4.33	4.23	0.98	S	4.31	4.19	0.97	S	4.32	4.05	0.94	DS
Rooms: Maintains cleanliness in Bath Room	4.25	4.11	0.97	S	4.38	4.18	0.95	DS	4.47	4.15	0.93	DS	4.38	4.08	0.93	DS
Service Quality: Prompt Room Service	4.16	3.79	0.91	DS	4.38	3.89	0.89	DS	4.37	3.87	0.88	DS	4.19	3.78	0.90	DS
Housekeeping: Housekeeping services are satisfactory	4.16	3.87	0.93	DS	4.38	3.96	0.90	DS	4.37	4.09	0.94	DS	4.27	3.93	0.92	DS

Housekeeping: Housekeeping staff services are satisfactory	4.26	4.03	0.95	DS	4.41	4.10	0.93	DS	4.35	4.02	0.92	DS	4.35	4.04	0.93	DS
Housekeeping: Provides timely Housekeeping Services	4.20	3.96	0.94	DS	4.42	4.08	0.92	DS	4.34	3.99	0.92	DS	4.35	3.92	0.90	DS
Service Quality: Offers Wake-up calls	3.89	3.82	0.98	S	4.25	4.11	0.97	S	4.11	3.98	0.97	S	4.12	3.96	0.96	S
Service Quality: Offers Restaurant Reservations	3.93	3.87	0.98	S	4.15	3.98	0.96	S	3.98	3.92	0.98	S	4.04	3.89	0.96	S
Service Quality: Provides Babysitters Service	3.30	3.38	1.03	DE	3.37	3.35	0.99	DE	3.25	3.15	0.97	S	3.46	3.33	0.96	S
Service Quality: Arranges purchase of Movie Ticket from Multiplexes, if required	3.33	3.30	0.99	DE	3.34	3.25	0.97	S	3.21	3.15	0.98	S	3.47	3.32	0.96	S
Service Quality: Arranges for visit to the Local Market	3.32	3.27	0.99	DE	3.32	3.26	0.98	S	3.31	3.21	0.97	S	3.37	3.28	0.97	S
Service Quality: Arranges for Doctor when required	3.69	3.30	0.89	DS	3.93	3.57	0.91	DS	3.93	3.63	0.92	DS	3.92	3.46	0.88	DS
Facilities in Hotel :Money changing Facility	3.58	3.62	1.01	DE	3.58	3.68	1.03	DE	3.51	3.64	1.04	DE	3.53	3.52	1.00	DE
Service Quality :Provides Quick Service in Dining section	4.02	3.69	0.92	DS	4.10	3.75	0.91	DS	4.21	3.73	0.89	DS	4.12	3.68	0.89	DS
Food Quality :Quality of food offered by the Hotel is as per standards mentioned	4.06	3.95	0.97	S	4.13	3.92	0.95	DS	4.25	4.08	0.96	S	4.18	3.80	0.91	DS
Food Quality :Provides a Menu for Diet	3.74	3.79	1.01	DE	3.61	3.22	0.89	DS	3.74	3.42	0.91	DS	3.94	3.48	0.89	DS
Food Quality: Serves Food according to need of the Guest/Visitors	4.09	3.98	0.97	S	4.15	3.79	0.91	DS	4.07	3.88	0.95	DS	4.18	3.73	0.89	DS
Personalization: Considers Request for Specific Room Number	3.48	3.56	1.02	DE	3.69	3.66	0.99	DE	3.81	3.75	0.98	S	3.75	3.75	1.00	DE
Personalization: Considers Special need during Check-in	3.91	3.79	0.97	S	4.20	3.95	0.94	DS	4.30	4.17	0.97	S	4.10	3.93	0.96	S
Personalization: Receive Special Discount on Room	3.99	3.70	0.93	DS	4.20	3.77	0.90	DS	4.20	3.87	0.92	DS	4.25	3.81	0.90	S
Personalization: Manager Escorts us to the Room	3.94	3.65	0.93	DS	3.96	3.55	0.90	DS	3.93	3.63	0.92	DS	4.08	3.61	0.88	DS
Personalization: Greeted with Flowers in Room	3.78	3.32	0.88	DS	3.71	3.08	0.83	DS	3.76	3.05	0.81	DS	3.81	3.17	0.83	DS
Personalization: Offers Welcome Drink to me	3.92	3.38	0.86	DS	4.06	3.54	0.87	DS	4.03	3.50	0.87	DS	4.11	3.52	0.86	DS
Personalization: Given personalized Welcome Letter in Room	3.79	3.49	0.92	DS	3.81	3.55	0.93	DS	3.91	3.48	0.89	DS	3.90	3.60	0.92	DS
Personalization: Recognized by Name during Stay	3.59	3.57	0.99	DE	3.73	3.74	1.00	DE	3.79	3.77	1.00	DE	3.73	3.71	1.00	DE
Reliability: Stay in Hotel is Safe	4.16	4.06	0.98		4.37	4.20	0.96	S	4.40	4.04	0.92	DS	4.33	4.06	0.94	DS
Reliability: Feel Comfortable leaving Valuables in Room	3.92	3.98	1.01	DE	4.30	4.17	0.97	S	4.13	4.00	0.97	S	4.24	3.98	0.94	DS

Social Bonding: Gives Get well soon card to guest who are ill	3.64	3.56	0.98	S	3.80	3.59	0.95	DS	3.81	3.42	0.90	DS	3.84	3.48	0.91	DS
Social Bonding: Gives Special Discounts on special occasion during stay	3.70	3.48	0.94	DS	3.96	3.48	0.88	DS	4.03	3.53	0.87	DS	3.99	3.44	0.86	DS
Social Bonding: Gives Special Discounts during festivals	3.69	3.50	0.95	DS	3.78	3.43	0.91	DS	3.91	3.58	0.91	DS	3.91	3.52	0.90	DS
Social Bonding: Provides Complementary cake on Birthday during Stay	3.31	3.14	0.95	DS	3.61	3.42	0.95	DS	3.58	3.40	0.95	DS	3.66	3.36	0.92	DS
Social Bonding :Arranges for get together every fortnight for long Stayers	3.69	3.44	0.93	DS	3.63	3.34	0.92	DS	3.61	3.26	0.90	DS	3.77	3.31	0.88	DS
Social Bonding: Repeat Guest not to Wait at Reception	3.84	3.46	0.90	DS	4.11	3.64	0.89	DS	4.12	3.52	0.86	DS	4.16	3.44	0.83	DS
Social Bonding: Provides Special privileges to Repeat guest	4.04	3.63	0.90	DS	4.21	3.65	0.87	DS	4.24	3.67	0.87	DS	4.21	3.54	0.84	DS
Social Bonding: Wishes us on Important Occasion	3.87	3.44	0.89	DS	4.04	3.48	0.86	DS	4.04	3.59	0.89	DS	4.00	3.43	0.86	DS
Social Bonding: Provides with Occasional Gifts	3.61	3.14	0.87	DS	3.60	3.10	0.86	DS	3.68	3.21	0.87	DS	3.76	3.02	0.80	DS
Personalization: Provides Membership Card of the Hotel to the guest	3.86	3.34	0.86	DS	4.01	3.39	0.85	DS	4.03	3.34	0.83	DS	3.93	3.25	0.83	DS
Personalization: Frequent guest programme that allows to earn points towards free accommodation	3.90	3.17	0.81	DS	4.04	3.16	0.78	DS	3.99	3.24	0.81	DS	3.97	3.16	0.80	DS
Personalization: Provides programs for Children	3.39	3.20	0.94	DS	3.26	2.97	0.91	DS	3.17	3.00	0.95	DS	3.32	3.08	0.93	DS
Complaint Management: Complaints are welcomed by Hotel	3.74	3.34	0.89	DS	3.92	3.49	0.89	DS	3.96	3.42	0.86	DS	3.95	3.43	0.87	DS
Complaint Management: Provides Facility of Written Complaint System	3.81	3.61	0.95	DS	3.99	3.67	0.92	DS	3.97	3.72	0.94	DS	4.05	3.63	0.90	DS
Complaint Management: Regret letter for Specific Complaint is given to the concerned guest	3.59	3.36	0.93	DS	3.85	3.45	0.90	DS	3.77	3.47	0.92	DS	3.85	3.41	0.88	DS
Trust: Informs about the progress of Complaints	3.58	3.38	0.94	DS	3.78	3.45	0.91	DS	3.76	3.52	0.94	DS	3.84	3.41	0.89	DS
Trust: Feedback is taken seriously by Hotel	3.85	3.49	0.91	DS	4.04	3.60	0.89	DS	3.99	3.71	0.93	DS	3.94	3.44	0.87	DS
Social Bonding: Thank you mail sent to Customers for choosing Hotel	3.74	3.49	0.93	DS	3.88	3.52	0.91	DS	3.91	3.67	0.94	DS	3.84	3.53	0.92	DS
Social Bonding: Connecting with customers on Face book after they Leave	3.44	3.20	0.93	DS	3.49	3.12	0.90	DS	3.43	3.16	0.92	DS	3.41	3.13	0.92	DS
Pricing of Room: Charges for Room is as per Market rate	3.86	3.48	0.90	DS	4.10	3.62	0.88	DS	4.10	3.68	0.90	DS	4.00	3.45	0.86	DS
Pricing of Room: Charges for Restaurant is as per Market rate	3.95	3.44	0.87	DS	4.15	3.67	0.88	DS	4.09	3.59	0.88	DS	4.14	3.57	0.86	DS

Pricing of Room: Charges for special services is as per Market rate	3.91	3.38	0.86	DS	4.05	3.45	0.85	DS	4.15	3.60	0.87	DS	4.06	3.47	0.85	DS
Behavior of Staff: Is well Dressed	4.28	4.07	0.95	DS	4.34	4.18	0.96	S	4.33	4.28	0.99	DE	4.30	4.08	0.95	DS
Behavior of Staff: Sincere	4.26	4.08	0.96		4.27	4.13	0.97	S	4.28	4.13	0.97	S	4.28	4.09	0.96	S
Behavior of Staff: Reliable	4.18	4.08	0.98	S	4.25	4.12	0.97	S	4.34	4.21	0.97	S	4.30	4.13	0.96	S
Behavior of Staff: Honest	4.29	4.22	0.98	S	4.44	4.31	0.97	S	4.42	4.29	0.97	S	4.44	4.28	0.96	S
Behavior of Staff: Courteous	4.22	4.07	0.96	S	4.22	4.16	0.98	S	4.32	4.23	0.98	S	4.25	4.20	0.99	DE
Behavior of Staff: Friendly towards the Guest	4.40	4.18	0.95	DS	4.45	4.36	0.98	S	4.50	4.32	0.96	S	4.47	4.27	0.96	S
Behavior of Staff: Knowledgeable	4.34	4.00	0.92	DS	4.39	4.11	0.94	DS	4.41	4.17	0.95	DS	4.52	4.14	0.92	DS
Behavior of Staff: Competent in providing Service	4.27	4.04	0.95	DS	4.43	4.28	0.97	S	4.40	4.14	0.94	DS	4.41	4.13	0.94	DS
Behavior of Staff: Tries to understand Customers' needs	4.45	4.01	0.90	DS	4.48	4.27	0.95	DS	4.44	4.20	0.95	DS	4.51	4.21	0.93	DS
Behavior of Staff: Pays Special attention to each Guest	4.24	3.92	0.92	DS	4.32	4.12	0.95	DS	4.23	4.02	0.95	DS	4.29	4.10	0.96	S
Behavior of Staff: Behaves Politely	4.34	4.11	0.95	DS	4.47	4.26	0.95	DS	4.36	4.17	0.96	S	4.42	4.23	0.96	S
Behavior of Staff: Attends Complaints Politely	4.32	3.96	0.92	DS	4.41	4.12	0.93	DS	4.37	4.14	0.95	DS	4.35	4.14	0.95	DS
Behavior of Staff: Responds to Inquiry Quickly	4.25	3.90	0.92	DS	4.35	4.03	0.93	DS	4.36	4.05	0.93	DS	4.35	4.08	0.94	DS
Behavior of Staff: Resolves Complaint Quickly	4.31	3.86	0.90	DS	4.35	3.95	0.91	DS	4.33	3.98	0.92	DS	4.38	4.01	0.92	DS
Behavior of Staff: Handles problem effectively	4.31	3.82	0.89	DS	4.30	3.91	0.91	DS	4.35	3.98	0.91	DS	4.35	3.91	0.90	DS
Behavior of Staff: Behaves well with all Customers' in Hotel	4.32	4.10	0.95	DS	4.40	4.23	0.96	S	4.39	4.22	0.96	S	4.46	4.21	0.94	DS
Behavior of Staff: Is available when required	4.34	4.21	0.97	S	4.35	4.29	0.99	DE	4.33	4.19	0.97	S	4.47	4.11	0.92	DS
Commitment: Makes me aware about New Events in Hotel	3.88	3.28	0.85	DS	4.02	3.17	0.79	DS	4.10	3.17	0.77	DS	4.12	3.29	0.80	DS
Commitment: Makes me aware about ongoing Schemes	4.14	3.45	0.83	DS	4.27	3.39	0.79	DS	4.29	3.47	0.81	DS	4.44	3.46	0.78	DS
Commitment: Makes me aware about Upcoming Schemes	4.15	3.47	0.84	DS	4.24	3.27	0.77	DS	4.25	3.28	0.77	DS	4.36	3.40	0.78	DS

Note: DE= Delighted; S= Satisfied and DS= Dissatisfied

**Table Number: 7: I: 7:
Overall Market Performance Analysis and Customers' Satisfaction Score**

Selected Hotel service Items	Label	Pm	Im	C.S.S. = Im/ Pm	Sat. level	Hotel service features	Label	Pm	Im	C.S.S.= Im/Pm	Sat. level
Ambiance: Located at a Convenient place	AM1	4.18	4.09	0.98	S	Pricing of Room: Charges for Restaurant is as per Market rate	PR2	4.09	3.58	0.87	DS
Ambiance: Is well Signposted	AM2	4.03	3.83	0.95	DS	Pricing of Room: Charges for special services is as per Market rate	PR3	4.04	3.46	0.86	DS
Ambiance: Sufficient Parking space	AM3	4.05	3.86	0.95	DS	Personalization: Considers Request for Specific Room Number	PZ1	3.67	3.67	1.00	DE
Ambiance: Free from Pollution	AM4	4.23	3.99	0.94	DS	Personalization: Frequent guest programme that allows to earn points towards free accommodation	PZ2	3.98	3.18	0.80	DS
Ambiance: Is well Painted	AM5	4.24	4.21	0.99	DE	Personalization: Provides programs for Children	PZ3	3.29	3.06	0.93	DS
Ambiance: Is well Furnished	AM6	4.25	4.02	0.94	DS	Personalization: Considers Special need during Check-in	PZ4	4.12	3.94	0.96	S
Ambiance: Sufficient Lighting	AM7	4.35	4.23	0.97	S	Personalization: Receive Special Discount on Room	PZ5	4.16	3.78	0.91	DS
Behavior of Staff: Is well Dressed	BS1	4.31	4.15	0.96	S	Personalization: Manager Escorts us to the Room	PZ6	3.98	3.60	0.91	DS
Behavior of Staff: Pays Special attention to each Guest	BS2	4.28	4.05	0.95	DS	Personalization: Greeted with Flowers in Room	PZ7	3.76	3.15	0.84	DS
Behavior of Staff: Behaves Politely	BS3	4.41	4.20	0.95	DS	Personalization: Offers Welcome Drink to me	PZ8	4.03	3.49	0.87	DS
Behavior of Staff: Attends Complaints Politely	BS4	4.37	4.09	0.94	DS	Personalization: Given personalized Welcome Letter in Room	PZ9	3.84	3.53	0.92	DS
Behavior of Staff: Responds to Inquiry Quickly	BS5	4.33	4.01	0.93	DS	Personalization: Recognized by Name during Stay	PZ10	3.70	3.70	1.00	DE
Behavior of Staff: Resolves Complaint Quickly	BS6	4.34	3.95	0.91	DS	Personalization: Provides Membership Card of the Hotel to the guest	PZ11	3.96	3.34	0.84	DS
Behavior of Staff: Handles problem effectively	BS7	4.32	3.90	0.90	DS	Reliability: Stay in Hotel is Safe	RL1	4.32	4.11	0.95	DS
Behavior of Staff: Behaves well with all Customers' in Hotel	BS8	4.39	4.19	0.95	DS	Reliability: Feel Comfortable leaving Valuables in Room	RL2	4.16	4.06	0.97	S
Behavior of Staff: Is available when required	BS9	4.37	4.22	0.96	S	Rooms: Rooms of Hotel are well Furnished	RM1	4.26	4.00	0.94	DS
Behavior of Staff: Sincere	BS10	4.27	4.11	0.96	S	Rooms: Rooms in the Hotel are Safe	RM2	4.35	4.25	0.98	S
Behavior of Staff: Reliable	BS11	4.25	4.13	0.97	S	Rooms: Provides Safe Deposit locker in Room	RM3	4.12	4.14	1.00	DE

Behavior of Staff: Honest	BS12	4.40	4.28	0.97	S	Rooms: Wi-Fi Connectivity is available in the Room	RM4	4.39	4.31	0.98	S
Behavior of Staff: Courteous	BS13	4.25	4.16	0.98	S	Rooms: Arrangement inside the Room is Comfortable	RM5	4.31	4.15	0.96	S
Behavior of Staff: Friendly towards the Guest	BS14	4.45	4.29	0.96	S	Rooms: Maintains Cleanliness in Room	RM6	4.30	4.16	0.97	S
Behavior of Staff: Knowledgeable	BS15	4.41	4.10	0.93	DS	Rooms: Maintains cleanliness in Bath Room	RM7	4.36	4.14	0.95	DS
Behavior of Staff: Competent in providing Service	BS16	4.38	4.17	0.95	DS	Social Bonding: Gives Get well soon card to guest who are ill	SB1	3.77	3.53	0.94	DS
Behavior of Staff: Tries to understand Customers' needs	BS17	4.47	4.18	0.93	DS	Social Bonding: Thank you mail sent to Customers for choosing Hotel	SB2	3.84	3.54	0.92	DS
Complaint Management: Complaints are welcomed by Hotel	CM1	3.89	3.43	0.88	DS	Social Bonding: Connecting with customers on Face book after they Leave	SB3	3.45	3.15	0.91	DS
Complaint Management: Provides Facility of Written Complaint System	CM2	3.95	3.66	0.92	DS	Social Bonding: Gives Special Discounts on special occasion during stay	SB4	3.91	3.48	0.89	DS
Complaint Management: Regret letter for Specific Complaint is given to the concerned guest	CM3	3.77	3.42	0.91	DS	Social Bonding: Gives Special Discounts during festivals	SB5	3.81	3.49	0.92	DS
Commitment: Makes me aware about New Events in Hotel	CMT1	4.02	3.22	0.80	DS	Social Bonding: Provides Complementary cake on Birthday during Stay	SB6	3.54	3.33	0.94	DS
Commitment: Makes me aware about ongoing Schemes	CMT2	4.28	3.43	0.80	DS	Social Bonding :Arranges for get together every fortnight for long Stayers	SB7	3.67	3.35	0.91	DS
Commitment: Makes me aware about Upcoming Schemes	CMT3	4.24	3.35	0.79	DS	Social Bonding: Repeat Guest not to Wait at Reception	SB8	4.06	3.53	0.87	DS
Facilities in Hotel: Sports Facility	FH1	3.39	3.65	1.08	DE	Social Bonding: Provides Special privileges to Repeat guest	SB9	4.17	3.63	0.87	DS
Facilities in Hotel: Gym Facility	FH2	3.82	3.94	1.03	DE	Social Bonding: Wishes us on Important Occasion	SB10	3.99	3.48	0.87	DS
Facilities in Hotel: Swimming Pool	FH3	3.54	3.76	1.06	DE	Social Bonding: Provides with Occasional Gifts	SB11	3.65	3.11	0.85	DS
Facilities in Hotel :Money changing Facility	FH4	3.56	3.63	1.02	DE	Service Quality: Provides 24 hours Online reservation	SQ1	4.15	3.94	0.95	DS
Functioning of the Product : Fax Facility	FP1	3.60	3.62	1.00	DE	Service Quality: Arranges for Doctor when required	SQ2	3.87	3.49	0.90	DS
Functioning of the Product :Air Condition	FP2	4.64	4.34	0.94	DS	Service Quality :Provides Quick Service in Dining section	SQ3	4.10	3.72	0.91	DS
Functioning of the Product :T.V	FP3	4.21	4.17	0.99	DE	Service Quality: Check-in Process in Hotel is simple	SQ4	4.32	4.15	0.96	S
Functioning of the Product: Telephone	FP4	4.34	4.15	0.95	DS	Service Quality: Check-in process takes less time	SQ5	4.30	4.23	0.98	S
Food Quality :Quality of food offered by the Hotel is as per standards mentioned	FQ1	4.14	3.93	0.95	DS	Service Quality: Prompt Room Service	SQ6	4.28	3.84	0.90	DS
Food Quality :Provides a Menu for Diet	FQ2	3.73	3.45	0.93	DS	Service Quality: Offers Wake-up calls	SQ7	4.11	3.98	0.97	S

Food Quality: Serves Food according to need of the Guest/Visitors	FQ3	4.13	3.84	0.93	DS	Service Quality: Offers Restaurant Reservations	SQ8	4.04	3.92	0.97	S
Housekeeping: Housekeeping services are satisfactory	HK1	4.30	3.95	0.92	DS	Service Quality: Provides Babysitters Service	SQ9	3.35	3.32	0.99	DE
Housekeeping: Housekeeping staff services are satisfactory	HK2	4.35	4.05	0.93	DS	Service Quality: Arranges purchase of Movie Ticket from Multiplexes, if required	SQ10	3.34	3.26	0.98	S
Housekeeping: Provides timely Housekeeping Services	HK3	4.33	4.00	0.92	DS	Service Quality: Arranges for visit to the Local Market	SQ11	3.33	3.26	0.98	S
Pricing of Room: Charges for Room is as per Market rate	PR1	4.02	3.56	0.89	DS	Trust: Informs about the progress of Complaints	TS1	3.74	3.44	0.92	DS
Note: DE= Delighted; S= Satisfied and DS= Dissatisfied						Trust: Feedback is taken seriously by Hotel	TS2	3.96	3.56	0.90	DS
