7.1. Introduction

The information collected through questionnaire was classified, tabulated and analyzed (SPSS package) with the aid of various statistical tools such as frequency analysis, factor analysis, and regression. The connection and relation between several variables were also found. The main findings evolved from the study are summarized in this chapter.

7.2. Findings of the Study

- The majority of respondents 221 (55.2%) is male and rest of the respondents 179 (44.8%) are female.

- The majority of respondents 280 (70%) are married and the rest of the respondents 120 (30%) are unmarried.

- The majority of the respondent is aged between 31 – 40 years 125 (31.2 %) follow by under 20 - 30 years 121 (30.2%), 41 – 50 years 100 (25%), 51-60 years 42 (10.5%) and above 60 years 12 (3%) respectively.

- The majority of the respondent holds a graduation 247 (61.8%), follows by postgraduate 141 (35.2%), and 10+2 is 12 (3%) respectively.
The majority of respondent has income above 1,000,000 rupees 167 (41.8%) followed by 51,000 – 70,000 rupees is 101 (25.2%), 31,000 - 50,000 is 86 (21.5%), and 71,000- 1,000,000 rupees is 32 (8%) respectively.

Majority of respondent agree 188 (47%) that the hotel always introduce new services and implement for betterment. 67 (16.8%) of respondents have no any suggestions about this statement. 145 (36.2%) respondents do not agree with this statement, that the hotel always introduce new services and implement for betterment.

The majority of respondent agree 237 (59.2%) that the hotel keeps itself updated and aware about new changes. 37 (9.2%) of respondents have no any suggestions about this statement. 126 (21.4%) respondents do not agree with this statement, that the hotel keeps itself updated and aware about new changes.

The majority of respondent agree 154 (38.5%) that hotels are highly focused on the customer needs. 96 (24%) of respondents have no any suggestions about this statement. 150 (37.5%) respondents do not agree with this statement that hotels are highly focused on customer needs.

The majority of respondent agree 234 (58.5%) that the continuous feedback system is applicable in hotels. 64 (16%) of respondents have no any suggestions about this statement. 102 (25.5%) respondents do not agree with this statement that the continuous feedback system is applicable in hotels.
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- The majority of respondents agree 171 (42.7%) that hotels avoid attitudinal problems. 127 (31.8%) of respondents have no suggestions about this statement. 102 (25.5%) respondents do not agree with this statement that hotels avoid attitudinal problems.

- The majority of respondents agree 225 (56.2%) that customers get up to mark services that they expect. 94 (23.5%) of respondents have no suggestions about this statement. 81 (21.2%) respondents do not agree with this statement that customers get up to mark services that they expect.

- The majority of respondents agree 212 (53%) that the hotel is very informative and gives accurate information. 61 (15.2%) of respondents have no suggestions about this statement. 127 (31.8%) respondents do not agree with this statement that the hotel is very informative and gives accurate information.

- Majority of respondents agree 192 (48%) that hotels focus on relationship marketing. 114 (28.5%) of respondents have no suggestions about this statement. 94 (23.5%) respondents do not agree with this statement that hotels focus on relationship marketing.

- Majority of respondents agree 175 (43.7%) that hotels always develop recognition among their customers. 100 (25%) of respondents have no suggestions about this statement. 125 (31.2%) respondents do not agree with this statement that hotels always develop recognition among their customers.
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❖ The majority of respondent agree 203 (50.7%) that the hotel always respect their customers. 97 (24.2%) of respondents have no any suggestions about this statement. 100 (25%) respondents does not agree with this statement that the hotel always respect their customers.

❖ The majority of respondent agree 193 (48.2%) that there is always transparency in the services provided by hotel. 87 (21.8%) of respondents have no any suggestions about this statement. 120 (30%) respondents does not agree with this statement that there is always transparency in the services provided by hotel.

❖ The majority of respondent agree 203 (50.7%) that hotel share values with the customers. 102 (25.5%) of respondents have no any suggestions about this statement. 95 (24.2%) respondents does not agree with this statement that hotel share values with the customers.

❖ Majority of respondent agree 214 (53.5%) that hotel focus on reciprocation. 70 (17.5%) of respondents have no any suggestions about this statement. 116 (29%) respondents does not agree with this statement that hotel focus on reciprocation.

❖ Majority of respondent agree 232 (58%) that hotel is having friendly environment for solving any problem. 111 (27.8%) of respondents have no any suggestions about this statement. 57 (14.2%) respondents does not agree with this statement that hotel is having friendly environment for solving any problem.
The majority of respondent agree 183 (45.7%) that hotel Promises of high quality services. 103 (25.8%) of respondents have no any suggestions about this statement. 114 (28.5%) respondents does not agree with this statement that hotel Promises of high quality services.

The majority of respondent agree 236 (59%) that customers get respect from hotel employees. 62 (15.5%) of respondents have no any suggestions about this statement. 102 (25.5%) respondents does not agree with this statement that customers get respect from hotel Employees.

Majority of respondent agree 215 (53.7%) that customers like to stay with hotel in which they stayed earlier. 57 (14.2%) of respondents have no any suggestions about this statement. 128 (32%) respondents does not agree with this statement that customers like to stay with hotel in which they stayed earlier.

Majority of respondent agree 172 (43%) that most of the hotels is having good customer retention policy. 95 (23.7%) of respondents have no any suggestions about this statement. 133 (33.2%) respondents does not agree with this statement that most of the hotels is having good customer retention policy.

Majority of respondent agree 248 (62%) that hotel Provides discount to their customers. 82 (20.5%) of respondents have no any suggestions about this statement. 70 (17.5%) respondents does not agree with this statement that hotel Provides discount to their customers.
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- Majority of respondent agree 242 (60.5%) that hotel respects its promises as expected. 75 (18.8%) of respondents have no any suggestions about this statement. 83 (20.8%) respondents do not agree with the statement that hotel respects its promises as expected.

- Majority of respondent agree 203 (50.7%) that hotel provide special facilities and services. 113 (28.2%) of respondents have no any suggestions about this statement. 84 (21%) respondents do not agree with this statement that hotel provide special facilities and services.

- The majority of respondent agree 253 (63.2%) that high customer satisfaction is required for CRM. 64 (16%) of respondents have no any suggestions about this statement. 83 (20.7%) respondents do not agree with this statement that high customer satisfaction is required for CRM.

- The majority of respondent agree 185 (46.2%) that high customer loyalty is required for CRM. 97 (24.2%) of respondents have no any suggestions about this statement. 118 (29.5%) respondents do not agree with this statement that high customer loyalty is required for CRM.

- The majority of respondent agree 267 (67.7%) that high customer retention is required for CRM. 69 (17.2%) of respondents have no any suggestions about this statement. 64 (16%) respondents do not agree with this statement that high customer retention is required for CRM.
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- Majority of respondents agree 210 (52.5%) that lifetime customer is required for CRM. 82 (20.5%) of respondents have no any suggestions about this statement. 108 (27%) respondents do not agree with this statement that lifetime customer is required for CRM.

- Majority of respondents agree 164 (41%) that relationship marketing plans are required for CRM. 128 (32%) of respondents have no any suggestions about this statement. 108 (27%) respondents do not agree with this statement that relationship marketing plans are required for CRM.

- Majority of respondents agree 228 (57%) that increased market share is the indication of CRM. 84 (21%) of respondents have no any suggestions about this statement. 88 (22%) respondents do not agree with this statement that increased market share is the indication of CRM.

Factor Analysis

After factor analysis with Principal Component Analysis, varimax rotation three factors were retained depending on Eigen values and variance explained. These three factors accounted for 54.916 percent of the variation.

- **Factor 1: Customer need**

The element was composed of seven items and accounted for 22.458 percent of the variation. The major elements constituting this factor include; Hotel always introduce new services for betterment, Hotel keeps itself updated, Highly focused on your own
needs, Continuous feedback system is applicable, Hotel avoid any attitudinal problems, Customers get up to mark services and Hotel is very informative & get accurate information

- **Factor 2: Customer development**

This factor has gone forth as another important determinant of CRM with 17.831% of the variation. The major items of this factor include; Hotel focus on relationship marketing, Hotel always develop recognition among their customers, Respect of customers, Transparency in the services, share values with the customers and Focus on reciprocation.

- **Factor 3: Customer retention**

The major elements constitute this factor includes; Very friendly environment, Promising of high quality services, Customers get respect from Hotel Employees, Like to stay with your hotel, Having a good customer retention policy, Provides discount to their customers and Hotel respects it promises as expected. Factor accounted for 14.628 percent of the variance.

**Regression analysis and hypotheses proving**

H\(_0\)1: There is no significant impact of customer need on CRM. Hypotheses is rejected

H\(_0\)2: There is no significant impact of customer development on CRM. Hypotheses is rejected

H\(_0\)3: There is no significant impact of customer retention on CRM. Hypotheses is rejected
H$_0^4$: There is no significant relation between customer needs and customer development. Hypothesis is rejected

H$_0^5$: There is no significant relation between customer development and customer retention. Hypothesis is rejected

H$_0^6$: There is no significant relation between customer need and customer retention. Hypothesis is rejected

7.3. Limitations of the Research

The limitations are obvious in research or in a study. No work can be full proof. Similarly, the study conducted by the researcher also suffers from some limitations. The limitations of the study are due to its mode of operation.

- The first limitation is, the data, which is gathered, is self-reported and through the survey method, hence subject to bias.

- A number of independent variable is limited in this study, so more variables can be taken to find out more significant result for study.

- The data presented by the customers may be under/overestimated so there are chances of biased info.

- The limitation is the data, which is collected from selected hotels of India. The result may vary if the data would have been collected from hotels of India.
The information given by the customers may be under / overestimated so there are chances of biased information.

Sample size is only 400 for study, so this is a major limitation of subjects.

This study confined to the field of customer relationship management in the hotel industry. This limitation creates an opportunity for future research study in this area to include more models of CRM variables in the future research.

### 7.4. Directions for Further Research

To overwhelm the above-mentioned limitations and to extend the current body of knowledge in the literature future research recommended in the following areas.

Further research can be conducted at the national level and large geographical area should cover.

There has been a considerable improvement in the service delivery system of the hotel industry and the concept of CRM has taken a new dimension and is gaining momentum in this sector. It contributes enormously to the body of knowledge, as it offers a theoretical framework that is used for explaining the impact of the CRM on hotel performance. It is an admitted fact that the concept of customer relationship management has been neither fully verified, nor empirically ascertains to determine the strength of the relationship between dimensions of customer-relationship management and hotel industry performance.

Moreover, this study uniquely extends the body of knowledge by explaining the relationship between CRM dimensions and its impact on CRM. It is worth noting
that this research will also raise awareness among hotel managers to pay more attention to CRM dimensions, marketing capabilities, and assist them in improving hotel performance and competitiveness.

- This research has involved a limited number of variables and factors, adding more variables to this further research can be conducted.

### 7.5. Suggestions

On the basis of the findings of the present study, the following are the suggestions made for the hotel industry.

- It is very important to maintain the proper information about the customers in the hotel industry; it is even a compulsion from the Government of India to maintain the records of people visiting the hotels. So managers were asked approximately about what sort of information about the customers is recorded by the hotels.

- Treating the customer complaints is real important in the hotel industry as it results in customer satisfaction. Here the information about the complaint handling by the hotels is recorded.

- Hotels should offer training to their employees and increase their motivation by rewards. The manager should concentrate on the staff's scientific and practical skills and capabilities. The company must continue in management fields in order to identify the consumers' present and future needs and desires to meet their desires and needs as well as they expected. To enhance their positive psychological level, to live up to the best level of sharing with consumers in line. This will be achieved by
qualified and trained staff cope with the development of current and future surroundings to win the consumer's satisfaction. The hotel industry should deal consumers trustworthily and credibly through commitment to the delivery dates of orders without bias to gain consumer's trust of the hotel institution.

### 7.6 Conclusion

There has been a considerable advancement in the service delivery system of the hotel industry and the concept of CRM has taken a fresh dimension and its gaining momentum in this sector. The present study on CRM concludes that almost all the owners/managers of the selected hotels in India were aware about the CRM concept and are practicing it in their respective hotels. However, high/medium tariff hotels are practicing it at a greater extent and low tariff hotels are practicing it according to their convenience. The companies set about various activities for acquiring customers, for customer development through personalization and customization, and for customer retention. Further, CRM practices help the hoteliers to increase customer satisfaction, win customer loyalty and retain the customers, which results in increased market share and high profitability.

It is concluded from the frequency analysis of demographic variable in the study that the majority of the customers are male, most are having graduation educational qualification and belonging to 31-40 years of age.

After Principal Component Analysis, three elements were retained depending on Eigen values and variance explained. These three factors accounted for 54.916 percent of the variance. The result shows that customer needs customer development and customer retention having significant impact on CRM.
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The research found that customer retention and relationship marketing is the indicator of CRM. The manager should focus on the factors of CRM.

To enhance profitability and guest satisfaction and loyalty, the system (hotels) should concentrate on implementing Customer Relationship Management (CRM) strategies that aim to seek, gather and store the right information, validate and share it throughout the organization. The hotel industry is a highly flourishing, lucrative and competitive marketplace. To compete in such a market, the hotels should focus on maintaining good relations with the customers and satisfying the customers. Increasingly, the organizations are using Customer Relationship Management (CRM) to help boost sales and revenues by focusing on customer retention and customer loyalty.

This research will also enlighten the researcher about the responsiveness of hotels in India towards needs of customers and their fulfillment. The study will enlighten researcher about the use of technologies and implementation of new technologies by hotels and whether these technologies are able to serve the customers or not.