Chapter 5

Findings, Conclusions, and Recommendations

i. Demographic profile of the respondents

ii. Findings and Conclusions from One-Way ANOVA between Brand Equity and CRM, and demographic variables

iii. Findings and Conclusions from Analysis of Employee Attitude

iv. Findings and Conclusions from Customer Service Gap Analysis

v. Findings and Conclusions from Correlation Analysis

vi. General Recommendations
   a. Customer’s attitude towards customer care

vii. A Model of Building Customer Relationship
   a. Customer Satisfaction
   b. Customer loyalty

viii. Building brand equity Customer Satisfaction

ix. Recommendations for the Future Researchers
Conclusions and Recommendations

Table 5.1: Hypothesis V/s Results

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Result</th>
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<tbody>
<tr>
<td>i. Brand Association among passengers of Jet Airways has no significant</td>
<td>Accepted</td>
</tr>
<tr>
<td>difference. (Ho1)</td>
<td>2 Accepted &amp; 2 Rejected</td>
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<td>ii. Brand Loyalty among passengers of Jet Airways has no significant</td>
<td></td>
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<td>difference. (Ho2)</td>
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<tr>
<td>iii. Perceived quality of Jet Airways among passengers of Jet Airways</td>
<td>Rejected</td>
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<td>has no significant difference. (Ho3)</td>
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<td>iv. Brand Awareness among passengers of Jet Airways has no significant</td>
<td>2 Accepted &amp; 2 Rejected</td>
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<td>difference. (Ho4)</td>
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<td>v. Importance of maintaining relation with customers among passengers</td>
<td>3 Accepted &amp; 1 Rejected</td>
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<td>of Jet Airways has no significant difference. (Ho5)</td>
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<tr>
<td>vi. Effectiveness of guest relation services among passengers of Jet</td>
<td>2 Accepted &amp; 2 Rejected</td>
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<tr>
<td>Airways has no significant difference. (Ho6)</td>
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<tr>
<td>vii. Effectiveness of customer care services among passengers of Jet</td>
<td>2 Accepted &amp; 2 Rejected</td>
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<tr>
<td>Airways has no significant difference. (Ho7)</td>
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<td>viii. There is a positive significant gap between customer expectation</td>
<td>Rejected</td>
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<td>and perception about Jet Airway’s actual performance with regards to its</td>
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<td>employees. (Ho8)</td>
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<tr>
<td>ix. Customer Service Gap does not exist in Jet Airways. (Ho9)</td>
<td>Rejected</td>
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<tr>
<td>x. Customer Relationship Management does not have any impact on Brand</td>
<td>Rejected</td>
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<tr>
<td>Equity. (Ho10)</td>
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</table>
Table 5.2: Objectives V/s Results

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Objective</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>To analyze the variance among the passengers of Jet Airways with respect to CRM and Brand Equity.</td>
<td>Achieved</td>
</tr>
<tr>
<td>ii</td>
<td>To analyze the gap between the employees’ beliefs and customers’ perception about performance of employees of Jet Airways on Gandhian Philosophy.</td>
<td>Achieved</td>
</tr>
<tr>
<td>iii</td>
<td>To evaluate the customer service gap i.e. gap between expectations of customers and performance of Jet Airways.</td>
<td>Achieved</td>
</tr>
<tr>
<td>iv</td>
<td>To analyze the relationship between Brand Equity and Customer Relationship Management at Jet Airways.</td>
<td>Achieved</td>
</tr>
</tbody>
</table>

5.1 Demographic profile of the respondents

Based on non probability sampling method, such as convenience and individual judgment, finally the researcher considered 547 valid questionnaires. Age was included in the demographics as the various age groups demonstrate the dependency level and power to take decisions. The higher the age the more are the number of independent decisions the respondent can make. But this cannot apply on the uppermost range like 65 years. It was found that the highest percentage of respondents fell into 26-35 age group (45.9%) followed by <26 years (23%), while the age group of above 56-65 years constituted the lowest share. This implies that most of the respondents were less than 35 years of age.

Gender was also considered as a characteristic for demographic profile of the respondents. Out of the total respondents females (54%) were in a majority as compared to males (46%). Hence, it could be inferred that females prefer to travel more through Jet Airways.
Nationality demonstrates geo-economic and socio-cultural conditions of the respondents who might come across these characteristics as motivators to prefer Jet Airways. The results uncovered that Indians account for the maximum number out of the total respondents (211), followed by the next i.e., Arabs at 191 respondents. The smallest population was from the other group, which comprised of miscellaneous countries like Europe, America, Russia, Australia, etc.

Occupation was also one of the demographic characteristics. The respondents were divided into seven heads i.e., government sector, public sector, private sector, students, retired, self employed and others. The reason of integrating this is to use it as an alternate for income level as a lot of respondents felt sore to reveal sensitive information. Or at times, several persuasively reported incorrect information. Consequently, the researcher used this to conclude the fairly accurate level of income of the respondents. The findings show that 39% of the total respondents belonged to the private sector followed by public sector (22%). Respondents from government sector (8%), retired (6%) etc. showed the least number. This inferred that the most of the respondents are from public and private sectors.

The following is a list of the hypotheses the researcher formulated and tested in the thesis:

i. Brand Association among passengers of Jet Airways has no significant difference. (Ho1)

ii. Brand Loyalty among passengers of Jet Airways has no significant difference. (Ho2)

iii. Perceived quality of Jet Airways among passengers of Jet Airways has no significant difference. (Ho3)

iv. Brand Awareness among passengers of Jet Airways has no significant difference. (Ho4)
v. Importance of maintaining relation with customers among passengers of Jet Airways has no significant difference. (Ho5)

vi. Effectiveness of guest relation services among passengers of Jet Airways has no significant difference. (Ho6)

vii. Effectiveness of customer care services among passengers of Jet Airways has no significant difference. (Ho7)

viii. There is a positive significant gap between customer expectation and perception about Jet Airway’s actual performance with regards to its employees. (Ho8)

ix. Customer Service Gap does not exist in Jet Airways. (Ho9)

x. Customer Relationship Management does not have any impact on Brand Equity. (Ho10)

**5.2 Findings and Conclusions from One-Way ANOVA between Brand Equity and CRM, and demographic variables**

Findings for One-Way ANOVA comparison for difference between Brand association and demographic characteristics of passengers are compiled as follow:

- There is no significant difference between Brand association scores and the age group scores.
- There is no significant difference between Brand association scores and the gender scores.
- There is no significant difference between Brand association scores and the nationality scores.
- There is no significant difference between Brand association scores and the occupation scores.

Consequently, the result above undoubtedly indicate that the approach towards all the demographic variables does not demonstrate significant variation, which clarifies that these variables do not persuade much on the attitude towards brand association or service of Jet Airways. This also indicates that the character of these variables does not considerably diverge in influencing the brand equity of
Jet Airways. These findings do not agree with the views of Renold (2002) to a large extent.

Findings for One-Way ANOVA comparison for difference between Brand loyalty and demographic characteristics of passengers are compiled as follow:

• There is significant difference between Brand loyalty scores and the age group scores.
• There is significant difference between Brand loyalty scores and the gender scores.
• There is no significant difference between Brand loyalty scores and the nationality scores.
• There is no significant difference between Brand loyalty scores and the occupation scores.

Consequently, the result above undoubtedly indicate that brand loyalty does not demonstrate significant variation for nationality and occupation which clarifies that these variables do not persuade much on the attitude towards brand loyalty for service of Jet Airways. Whereas, it varies significantly for age groups and gender characteristics. This suggests that scores of brand loyalty for age and gender do not show variations of significant level while the same varies on nationality and occupation.

Findings for One-Way ANOVA comparison for difference between perceived quality and demographic characteristics of passengers are compiled as follow:

• There is significant difference between Perceived quality scores and the age group scores.
• There is significant difference between Perceived quality scores and the gender scores.
• There is no significant difference between Perceived quality scores and the nationality scores.
• There is no significant difference between Perceived quality scores and the occupation scores.
Consequently, the result above undoubtedly indicate that perceived quality does not demonstrate significant variation for nationality and occupation which clarifies that these variables do not persuade much on the attitude towards perceived quality for service of Jet Airways. Whereas, it varies significantly for age groups and gender characteristics. This suggests that scores of perceived quality for nationality and occupation do not show variations of significant level while the same varies on age and gender.

Findings for One-Way ANOVA comparison for difference between Brand Awareness and demographic characteristics of passengers are compiled as follow:

• There is significant difference between Brand Awareness scores and the age group scores.
• There is significant difference between Brand Awareness scores and the gender scores.
• There is no significant difference between Brand Awareness scores and the nationality scores.
• There is no significant difference between Brand Awareness scores and the occupation scores.
Consequently, the result above undoubtedly indicate that brand awareness does not demonstrate significant variation for nationality and occupation which clarifies that these variables do not persuade much on the attitude towards brand awareness for service of Jet Airways. Whereas, it varies significantly for age groups and gender characteristics. This suggests that scores of brand awareness for nationality and occupation do not show variations of significant level while the same varies on age and gender.
Findings for One-Way ANOVA comparison for difference between Importance of maintaining relation and demographic characteristics of passengers are compiled as follow:

- There is significant difference between Importance of maintaining relation scores and the age group scores.
- There is no significant difference between Importance of maintaining relation scores and the gender scores.
- There is no significant difference between Importance of maintaining relation scores and the nationality scores.
- There is no significant difference between Importance of maintaining relation scores and the occupation scores.

Consequently, the result above undoubtedly indicate that Importance of maintaining relation does not demonstrate significant variation for gender, nationality and occupation which clarifies that these variables do not persuade much on the attitude towards Importance of maintaining relation for service of Jet Airways whereas, it varies significantly for age groups. This suggests that scores of Importance of maintaining relation for gender, nationality and occupation do not show variations of significant level while the same varies on age.

Findings for One-Way ANOVA comparison for difference between Effectiveness of guest relation services and demographic characteristics of passengers are compiled as follow:

- There is significant difference between Effectiveness of guest relation services scores and the age group scores.
- There is significant difference between Effectiveness of guest relation services scores and the gender scores.
- There is no significant difference between Effectiveness of guest relation services scores and the nationality scores.
• There is no significant difference between Effectiveness of guest relation services scores and the occupation scores.

Consequently, the result above undoubtedly indicate that effectiveness of guest relation services does not demonstrate significant variation for nationality and occupation which clarifies that these variables do not persuade much on the attitude towards effectiveness of guest relation services for service of Jet Airways. Whereas, it varies significantly for age groups and gender characteristics. This suggests that scores of effectiveness of guest relation services for nationality and occupation do not show variations of significant level while the same varies on age and gender.

Findings for One-Way ANOVA comparison for difference between Effectiveness of customer care (Bloemer, Ruyter, & Pascal, 1998) (Cunning, Young, & Lee, 2004; Park et al., 2004) services and demographic characteristics of passengers are compiled as follow:

• There is significant difference between Effectiveness of customer care services scores and the age group scores.
• There is significant difference between Effectiveness of customer care services scores and the gender scores.
• There is no significant difference between Effectiveness of customer care services scores and the nationality scores.
• There is no significant difference between Effectiveness of customer care services scores and the occupation scores.

Consequently, the result above undoubtedly indicate that effectiveness of customer care services does not demonstrate significant variation for nationality and occupation which clarifies that these variables do not persuade much on the attitude towards effectiveness of customer care services for service of Jet
Airways. Whereas, it varies significantly for age groups and gender characteristics. This suggests that scores of effectiveness of customer care services for nationality and occupation do not show variations of significant level while the same varies on age and gender.

5.3 Findings and Conclusions from Analysis of Employee Attitude

To verify the extent of acceptability of this theory by the employees of Jet Airways, they were asked to provide their belief on the significance of the Gandhian statements on customer importance.

It was seen that airline employees showed positive views on the parameters with a very elevated approval for the statement “A customer is not dependent on us. We are dependent on him.” (4.48). A significantly high approval was also seen towards other statements such as, “A customer is doing us a favour by giving us the opportunity to do so. We are not doing him a favour by serving him/her.” and “A customer is a human being with feelings and emotions. We cannot treat him/her as a lifeless entity.”

So, to confirm the applicability of these statements to Jet Airways employees action, customer observation from Jet Airways customers were also taken in which their perception on approval of Gandhian Philosophy by Jet Airways employees through customer interface i.e., the extent to which they sense these theories are adopted by Jet Airways employees was surveyed on a five point likert scale.

It was seen that Jet Airways employees have shown positive views on the parameters but customer belief on the same shows divergence from employees’ views, although employees have shown trust in Gandhian Philosophy of customer importance however, these theories were not practiced by the equivalent force bringing deviation in customers views for almost all the statements. When comparing both the means the researcher observed that the difference between the means was negative. The largest gap between customer belief and employees’
views on Gandhian Philosophy of customer importance was for the statement “A customer is not dependent on us. We are dependent on him” (-1.61). From the above analysis it can be inferred that though the Jet Airways employees believe in the Gandhian Philosophies for customer importance, yet they are not able to apply them while delivering the services to the customers. Hence, some efforts need to be focused on this aspect of Customer relationship Management. The mean value ranged from 2.5-3.

5.4 Findings and Conclusions from Customer Service Gap Analysis

Customer service gap is the variation that exists between the expectations the customers have towards the services he/she buys and the quality of the actual service rendered by the employees. To analyze this gap the researcher asked the respondents to rate the service dimensions (Rizwan Alam, 2011) for their expectations and the actual performance of the service providers of a 5 point likert scale. The mean scores were then compared to find out the gaps that existed.

5.4.1 Mean value analysis

The highest gap observed is for In-flight services (1.10) followed by Service during check-in (0.50) and Timeliness and Ambience (0.50). Positive gaps infer that the company needs to focus more on the above service dimensions to fill the gaps. On the other hand, service dimensions with negative gaps i.e., Behaviour of staff (-0.01) and Baggage Handling (-0.05) infer that the actual service delivered is better that customer’s expectations.

The tables 4.9 to 4.16 present an elaborate view of the service dimensions (Rizwan Alam, 2011) with the help of statements for which the respondents were asked to rate the services delivered on a 5 point likert scale.
a. Ease of Reservation

- Ease of reservation (0.02)
- Effective support by agents in getting reservation (0)
- Facility of changing the reservation date (0.47)
- On-line support facility (0.42)
- Web check-in facility (0.49)
- Ease of online reservation (0.49)

The highest gap observed is for Web check-in facility (0.49) and Ease of online reservation (0.49) followed by Facility of changing the reservation date (0.47). In the above table all the dimensions of Ease of reservation show positive gaps. Hence, it can be inferred that Jet Airways needs to focus on the actual service delivered with reference to Ease of reservation.

b. Quality of aircraft and flight safety

- Aircrafts quality (0.14)
- Seating comfort (size of the seat, leg room etc) (0.41)
- Space for luggage overhead (0.37)
- Level of flight safety and security (-0.01)

The highest gap observed is for Seating comfort (0.41) followed by Space for luggage overhead (0.37). In the above table all the dimensions except Level of flight safety and security (-0.01) show positive gaps. Hence, it can be inferred that Level of flight safety and security at Jet Airways is up to customer’s expectations but they need to focus on Aircraft Quality, Seating comfort and Space for luggage overhead.

c. Value for money

- Fare (0.78)
- Value for money (0.13)
• Safe and comfortable flight (-0.41)
• Promotional allowances (0.44)

The highest gap observed is for Fare (0.78) followed by Promotional allowances like loyalty bonus schemes (0.44). In the above table all the dimensions except Safe and comfortable flight (-0.41) show positive gaps. Hence, it can be inferred that customers feel safe and comfortable while flying with Jet Airways, but the fare (0.78) or pricing policy, Value for money received by the customers (0.13) and Promotional allowances like loyalty bonus schemes (0.44) needs to be worked on.

d. Service during check - in

• Service during check–in (0.39)
• Check – in facility for baggage (0.47)
• Getting the seat of your choice (0.87)
• Convenience in receiving the boarding pass (0.23)

The highest gap observed is for getting the seat of your choice (0.87) followed by Check – in facility for baggage (0.47). In the above table all the dimensions of Service during check - in show positive gaps. Hence, it can be inferred that Jet Airways needs to focus on the actual service delivered with reference to Service during check - in.

e. Behaviour of staff

• Staff behavior (-0.12)
• Professional appearance of gate staff (0.02)
• Friendliness of staff (-0.06)
• Grievance handling by the staff (0.25)
• Availability of flight attendants to assist during flight (-0.06)
• Pilot’s communication with passengers during flight (0.05)
• Professional appearance of in-flight crew (-0.14)
• Behaviour of in-flight crew (-0.05)
• Over-all behaviour of check-in staff (-0.12)

The highest gap observed is for Grievance handling by the staff (0.25). In the above table all the dimensions except Professional appearance of gate staff (0.02), Grievance handling by the staff (0.25), Pilot’s communication with passengers during flight (0.05) show positive gaps which infers that customers feel that the behaviour of staff of Jet Airways is as per customer expectations but these three points need to be worked on.

f. Baggage Handling

• Baggage handling (-0.27)
• Baggage policy (-0.08)
• Waiting time for baggage on conveyer belt (0.08)
• Safe handling of baggage (-0.16)
• Quick attention in case of baggage mishandling / loss (0.15)

The highest gap observed is for Quick attention in case of baggage mishandling / loss (0.15). In the above table the dimensions Baggage handling (-0.27), Baggage policy (-0.08), Safe handling of baggage (-0.16) show negative gaps which infers that customers feel that the Baggage Handling of Jet Airways is as per customer expectations but the dimensions with positive gaps need to be worked on.

g. In – flight service

• In-flight experience (0.58)
• Quality of food served (beverages / snacks if any) (1.29)
• In-flight entertainment (1.13)
• In-flight duty-free goods ( if available) (1.40)

The highest gap observed is for In-flight duty-free goods (1.40) followed by Quality of food served (beverages / snacks if any) (1.29). In the above table all the
dimensions show positive gaps which infer that customers feel that the In–flight experience of Jet Airways is not up to the expectations of the customer and need to be worked on.

**h. Timeliness and Ambience**

- On-time flight (0.10)
- Punctuality of flight from point of origin (0.13)
- Timely arrival at destination airport (0.13)
- In-flight ambiance (0.02)
- Cleanliness of aircraft (including toilets) (-0.13)

The highest gap observed is for Punctuality of flight from point of origin (0.13) and Timely arrival at destination airport (0.13). In the above table all dimensions except Cleanliness of aircraft (including toilets) (-0.13) show positive gaps which infers that customers feel that the Timeliness and Ambience of Jet Airways needs to be worked on.

### 5.5 Findings and Conclusions from Correlation analysis

To find the extent of relationship between different factors of Brand Equity and CRM, correlation analysis was applied. Correlation was mainly considered to see the extent or potency of relationship between two variables.

It could be inferred that the correlations among all the factors have range between moderate to good with the correlation values ranging from a minimum of -0.179 to a maximum of 0.879. It is seen that maximum correlation of 0.879 is between the Brand Association scores and Effectiveness of Guest Relations services of Jet Airways score signifying that when the Guest Relations services of Jet Airways scores are high, then the Brand Association scores are also high. It has the second highest correlation with Perceived Quality (0.639). The least positive correlation
exists between Brand Association and Effectiveness of customer care services of Jet Airways (.191) signifying a moderate relationship with this factors. It is found that all the elements of Brand Equity i.e., brand association, brand loyalty, perceived quality and brand awareness show negative values to the factor ‘Importance of Maintaining Relations with customers’ showing that there is a negative relationship between them. Brand Awareness has good correlations with ‘Effectiveness of guest relations services’ (0.403) followed by ‘Effectiveness of customer care services’ (.300). The correlations between Brand Loyalty with ‘Effectiveness of guest relations services’ (.202), Brand Loyalty with ‘Effectiveness of customer care services’ (.218) and Perceived Quality with ‘Effectiveness of guest relations services’ (.234) were found to be moderate ranging between 0.202 and 0.234.

All these factors show a moderate to good correlation with others and are found to be significant at 1% level.

5.6 General Recommendation

The topic was finalized by the researcher based on the exploratory study as “The role of CRM on brand equity in aviation industry: A study based on Jet Airways, India”. The researcher proposes suggestions, which if considered or studied, can be of immense use to the concerned industry practitioners, budding researchers, academic institutions, analysts, observers, and others. These suggestions presuppose a meticulous implication and utility to the administration of Jet Airways.

5.6.1 Customer’s attitude towards customer care

1. Value for money

A good number of customers judge against the offerings of Jet Airways with low cost carriers, such as IndiGo or Spice Jet, while overlooking the comparatively
superior services, which offset the additional cost of flight. The results of the study show that such customers are either ignorant or intentionally uninformed of actual worth of services for the price. They only go by the supposed benefits or service insufficiencies. This indomitably compels the researcher to propose that the organization should converse to the actual or prospective audience on the value proposition efficiently and competently. The customers must know that the management is truly committed to offering the best quality of services so that its customers can feel what the tagline says “The Joy of Flying”.

2. Reservation

Jet airways offer its customers multiple options for booking tickets. The reservation of seats can be done by the customers through company’ own agency, internet, and travel agent. According to (Analysis, 2016) the market share of Jet Airways is 17.6%. It caters to the upper and middle income group of the Indian population. As we know a large part of the Indian population still does not know how to book the ticket through the Internet or do not own credit card. Yet for those, who reserve the ticket, this alternative is mainly advantageous from time saving and handiness point of views, but has no significant distinction in financial terms. As a result, a number of customers do not show satisfactory eagerness to book the ticket through credit card, which on its own is often a threat.

Besides this backdrop, the researcher suggests that the airline needs to focus on its web check-in service and the facility for changing reservation date. The online reservation rate should be perceptibly lesser than the agency to persuade the customers to reserve more online. This will lessen the customer discontent on ticket booking issues thus captivating more long term customers which would subsequently add to augment brand equity of Jet Airways.
3. In-flight services

As per the respondents views the in-flight services of Jet Airways including in-flight entertainment, food and beverages served inside the flight and range of in-flight duty free goods is not satisfactory. It shows the largest customer service gap values. These services account for a large chunk of the satisfaction derived by the consumer while availing the flight and hence cannot be ignored. Also, derived from the interface with a number of respondents, customers, observers, academicians, they surmise that the quality of food and beverages served in the flight is not pleasing and which, when collated with the other chief international airlines, abscond some passengers discontented.

Alongside this setting, the researcher suggests service providers to have a sharp eye on the quality of in-flight meals and devise ways and means to improve the quality of experience the customer receives during the flight. The customers ought to similarly comprehend the elementary business model of the carrier and provide necessary feedback to enhance the scope for improvement.

5.7 A model of building customer relationship

Although a number of the airlines have deployed the basic version of CRM, using custom-made sophisticated version can be still better to attain cutthroat and operational objectives in the always changing market of India.

The effectual application of CRM at Jet Airways can operate resembling a transformation agent. The alteration can be felt in the course at the major hub, New Delhi and other regional hubs, agencies, and airports. The further changes can be imported via technology, constitution and culture, which are premeditated, innovative, and universal in character.
The database and or customer information is the spirit of CRM. The organization is supposed to accumulate, amass, sort, and synchronize the accurate and ample customer knowledge in a functionally incorporated approach.

The tailored CRM apt well into the multifunctional necessities can backing the customer or the organization in decision making on instantaneous base, which is what they must make the most of. On the other hand, this does not essentially entail that this apparatus is to negotiate the money-making intention.

Recognizing the customer requirements, desires, their liking, such as seat choice, food menus, flight timing, route, price, etc. Subsequently, based on these, the organization should devise the service touch points.

The CRM package should incorporate analytics which can help render business insights to the users. This will help the management in analyzing the various data quite efficiently and effectively, provided the functional silo is built, refined, and made available to the user or management as and when required.

Use of CRM should be aligned with Jet Airway’s strategic, operational, tactical, and analytical goals. This should be put to the best practices, both internally and externally. But, a diligent care must be taken towards flexibility of the use so that the tools can adaptive to the changing requirements of the users and the customers.

Jet Airways through CRM along other marketing programs should take initiative to communicate to the targeted customers to make them feel belonged to and associated with the organization in totality. This is very essential in creating emotional bond between the company and the customers.

Customer satisfaction is the most-sought after element in the domain of marketing in recent times for many airliners. Southwest Airline, Ryan Air, Air Go, for instance, all being budget airliners are focusing on customer satisfaction. In a
similar vein, Jet Airways, too, should follow suit through CRM tools, including other necessary measures as well.

Cost reduction strategy is an unavoidable imperative for any organization. In this regard, even though, the key driver to low priced ticket is business model. Still, Jet Airways can exploit the relevant features and functionalities to optimize the operational cost all across the channels, which supplement to the business philosophy.

Various segments can be effectively and efficiently targeted through the use of CRM. Jet Airways can deploy the tool to tap individual customer, travel agencies, corporate sectors, cargo consignments, and travel brokers. This way, the management can easily analyze the market based on segments.

The use of RM at any organization is to generate maximum profit, which is a definitive goal for the entire CRM user. This tool is designed in such a way that this catalyzes the entire multifunctional process to boost sales and thereby bigger pie in ever changing and competitive market.

5.7.1 Customer Satisfaction

Satisfying customer is key driver in today’s competitive airlines industry. Holding the acquired customer and retaining through satisfaction is very crucial. Following suggestions are provided to improve customer satisfaction:

1. Minimize the gap between promise and deliverable

Pre and post of deliver what you promise syndrome is tight rope to walk through for many an airline. Promise may and may not be expressive, but the underlying premise demands of Jet Airways to diligently communicate to the customers. Once any message- verbal or non-verbal is passed on to the customers, they condition themselves accordingly and set their expectation in the same fashion.
Compromise or breakdown of service to the customers is a sure fire for customer dissatisfaction. Problem gets worse when a customer gets outrageous and spreads negative word of mouth, which does a far more damage than that of delighted customers to recover the same in the market. Therefore, the management needs to be extra cautious while designing, developing, and disseminating message to the actual or potential customer.

2. Manage service expectation

Often, expectation is the genesis of satisfaction level. The problem brews when the customers are shown painted picture of the features by the management or agents, brokers or others, but they experience less than the promised services. Take, departure times, for instance, customers are advised to reach the airport three hours before to enter the airport. But, still in the evening time, the rush is wild and chaotic, every now and then. Therefore, the management of airline and the airport should manage the ground traffic as the message is passed on.

3. Build trust

Whatever Jet Airways uses its strategy and tactics, the approach needs to be both customer driven and customer centric, which seem and, undoubtedly, is daunting in the face of budget model of the operation. But this, in part, is a myth. The reality is Jet Airways has been registering steep growth ever since it introduced itself in 2003. Though it got the advantage of fist mover, but it also built trust. Now, it is faced with tougher competition, area of trust needs to be revisited with the long-term objective.
4. Anticipate complaints and avert them

Hardly is there any firm without complaint. The bigger the company, the more complaints will surface if poorly managed. At times, complaints are welcome to win the customer strongly, but lesser the better. Based on survey, informal interview, observation, and findings, Jet Airways passenger complains on ticket cancellation issue, luggage limit, high price of the in-flight food, higher ticket price during peak seasons, improper compensation, ancillary charges, poor service from staff both in-air and on ground, congested airport, etc. The researcher, based on the overall inputs, strongly views that Jet Airways, in itself, is delivering the services quite well. The customers should understand the fundamentals of the business model before they form the negative opinion. Jet Airways, in this regard, should redress the grievances sensitively, both on customized and standardized base.

5 Training to the staff

Jet Airways is a service firm. Periodic, properly strategized, and well-designed training program to the service spanners can bring a desirable customer friendly behaviour in them. Consequently, they can demonstrate an enhanced version of customer service and care. Also, customer facing employees can come out with a renewed agile, vigour, gesture and even forced smile, which may be a conscious effort in the beginning, but the same, if internalized, can be brimming in a quite natural way.

6. Employee relational marketing

The management can incorporate the modules of relational marketing which can be a key driver for customer facing service provider. The management should differentiate it from CRM package which is wholesome, while relational marketing is just a part of the former.
7. Total customer satisfaction

This is hard to achieve but not impossible. The management can get the best of all service touch points thereby trying best to satisfy at each point. Also, satisfaction should be contextual, relative, and comparable to what customers are communicated to and are ready to pay for.

8. Periodic evaluation of planning and execution

This is but warranted as this brings checks and balances and works on omission and commission as well. Routine diagnosis of the gap between the two is very critical. Timely remedial measures should then be steered to plug the gap.

5.7.2 Customer loyalty

CRM should not be treated as surrogate to the frequent flier program. Customer loyalty is a by product of customer satisfaction and the performance of the service, which necessitates the right fit between expected and actual delivery to the service user. The view confirms Gerpott (2001) as well. True loyalty is a repeated purchase of the same service out of the given set of services.

The management should design CRM in such a way that the customers should be functionally and emotionally attached with Jet Airways. The database should include some personal details, which should be part of touch points. The following points are suggested to build more customer loyalty:

Lower price is an absolute must as this airline is known for that. Thus the noticeable price must be maintained in the market. But problem arises when the air fare of Jet Airways is close to that of major international airlines, given the value proposition of low price. People see the seeable things first and take no interest to know the reason for high price.
This airline is operational and is targeted at the price sensitive low and middle-income group of the society. A large chunk of workforce earns very low wages in the UAE market. They save mainly due to substantial difference in currency exchange rate. This is even better for those customers who stay nearby the airport in UAE or home country.

So my strong suggestion to such passengers is that they should, under normal circumstances, continue with the same airline, Jet Airways. They should overlook subtle service gap and be concerned with the travel with low price.

Non price sensitive customers travel because of urgencies, or rout problems, or as companions. In so doing, they should not just blindly compare the service of Jet Airways with that of major airline, which is precisely where the problem arises. As is the fact negative word of mouth spreads faster than positive one, which implies such few are enough to play villainy role.

“Parity deadlock” poses challenges in airlines industry. However, service offering must be differentiating at some point or the other, which should be staying in the consumer’s mental map as long as possible.

The management should infuse the belief, values, trust, and associations in the customers through better services in-flight and on the ground. This can be further intensified after a series of interactions or transactions.

5.8 Building brand equity

Jet Airways is the most capable in its category in the constituency today. This vigour is a consequence of the sustained attempt of the creative thinking management which visualized, premeditated, developed, and commercialized the route and functioning to fetch the business to a fresh altitude today. In spite of its supreme brand, the company should not relax, but should return to and revive the policies and strategies to maintain the brand equity unharmed or stronger. In this setting, the researcher suggests the subsequent points to improve brand equity:
Loyalty: The organization should generate and distribute an unsurprisingly fulfilling value loaded travel resolution to the customers who locate their on the whole individual worth similar to that of Jet Airways. Once this fit is established more based on the promised delivery, the customer will not only frequently fly, but also recommend others to choose the same. These customers can ignore the sporadic service deficiency and go even to the extent of brand advocacy, apostle, and evangelism.

CRM: This can be straightforwardly or in some way engaged to aid the customer knowledge in enhancing the essential elements of consumer based equity as used in this research, such as brand awareness, brand loyalty, satisfaction, service quality, etc.

Quality: The administration of Jet Airways must describe, instruct, and instil the denotation, degree, and intensity of quality in the customer’s intellect so that their anticipation of service should be reasonable. There ought to be no or negligible breach among supposed and real quality of services.

Awareness: The customers must identify and recollect the brand name and its any fundamentals or associations. The administration should pay attention on long and short term aims to form alertness. For long term, they ought to make the customers more aware.

Internal customer: The Corporation should make human resources happy, as contented employees more often than not make customers happy. Since Jet Airways is into service business, and the human resources are the vital contact
points, the administration should provide employees all the required apparatus to keep them motivated.

**Performance**: The Corporation should bring the purposeful, poignant, and aesthetic performances to the customer’s contentment. This must not be compromised in any case. In reality, this is and should be the key element of a technique for commercial victory at Jet Airways.

### 5.9 Recommendations for future researchers

The researcher, in discussion with her supervisor, and other academicians and practitioners, put in tough endeavour and invested abundant time to bring into being the finest probable research work all through the research course. This study has come up with the wide-ranging exposure on scrutiny, results, and common recommendations. Regardless of this, this study is not an utter conclusion in itself. Actually, even the greatest or supreme research project paves the way for further research.

In this perception, the investigator lists and shortly explains the most important suggestion to the future research as below:

**Development of insights**: The investigator should decide the variables of the design or the whole construct itself in such a manner that it coincides with his body of assembled knowledge, resource existing, support systems, career path and a normal fondness for the construct. Otherwise, the researcher should discover more applicable and adequate information enabling the investigator to create next shift chiefly on his own.
Singularity from plurality: Throughout research, the investigator should get assistance from several experts like her guide and others, but the work is recognized with individual efforts. So, the researcher ought to obtain support, guidance, suggestions from whosoever, specially thesis mentor or else the assignment is harder and advisee and advisor both may have to spend somewhat more time.

Develop and soak knowledge: Assembling and assimilating the facts on Jet Airways, Aviation industry, and the Indian market is crucial to do righteousness to the work. In this respect, information gathering during investigative technique and secondary data source is relatively supportive to the researcher. Additionally, literature review from diverse sources creates the base of the understanding of the researcher. Furthermore, the researcher can discover and apply methodologies, diagnostic aspects, and results from the work.

Do right the first time: The endeavour should be to generate the outcome and conclusion of the project, which must be exact, methodical, and conventional. This makes the job dependable. The lesser the inaccuracy in the research work, higher is the consistency of the project. Inaccuracy may arise on two fronts – sampling and non sampling straddling all over the procedure. Thus, the researcher should pay attention in order to evade or diminish the fault of any type.

Research apparatus: This is very influential in shaping the errors, result and the complete intention of the project. A plain phrased, consecutively arranged, harmonized with the problem declaration, objective and hypothesis is greatly warranted. Questionnaire ought to be effortless to understand and it should be efficient apparatus to extort the preferred information from the respondents.
**CRM compatibility:** The application of CRM does not set off by the pattern, “one-size-fits all”. The researcher can study the level of efficacy of CRM ensuing in the user’s contentment at the airline company.

**Brand equity:** Brand equity of Jet Airways can be further explored escalating or restricting Aaker’s model of user based brand equity.

**Jet Airways:** An extremely appealing study can be undertaken on whether this airline is more of a preference or compulsion given the tagline, “The Joy of Flying”.