CUSTOMER RELATIONSHIP MANAGEMENT IN AIRLINE INDUSTRY

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A DISSERTATION REPORT SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
BBA AVIATION MANAGEMENT

OF

CENTRE FOR CONTINUING EDUCATION

UNIVERSITY OF PETROLEUM & ENERGY STUDIES, DEHRADUN

APPENDIX – I

UPES Centre for Continuing Education

TITLE OF DISSERTATION REPORT

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APPENDIX – II

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Declaration by the Guide

This is to certify that the Ms. Shivani Singh, a student of BBA, SAP ID: 500056851 of UPES has successfully completed this dissertation report on **Customer Relationship Management in Airline Industry** under my supervision.

Further, I certify that the work is based on the investigation made, data collected and analyzed by her and it has not been submitted in any other University or Institution for award of any degree. In my opinion it is fully adequate, in scope and utility, as a dissertation towards fulfillment for the award of degree of BBA.

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Chapter 1: Introduction

1.1 Overview

Customer Relationship Management (CRM) is widely-implemented strategy for managing company's interactions with customers, clients and sales prospects. CRM is the process of managing detailed information about individual customer and carefully managing customer ultimately leading to customer loyalty.

Satisfying the customer is the goal or objective in any business. It is among the most important rule of business, to be successful, for this a company must provide satisfying services to retain its customers and extend customer lifecycle value. Customer satisfaction services arises when a company provides benefits that exceeds customers' expectation, and this is considered as an added value. In turn, this would make customers buy more services and stick to the company. When the business looks at each transaction through the customers' point of view, you just deliver an improved customer experience and increase loyalty to the company. To retain old customers and gain new customers, CRM is the key. So, in other words we can say, CRM is an art of managing the organization's relationship with the customer.

CRM describes a company-wide business strategy including customer interface departments as well as other departments. The airline industry has made travelling more convenient and comfortable than ever before. There are so many new airlines which are trying to provide the best services to the customers and make more and more profit but only few had made a successful business out of it. The reason is not everyone has mastered the real idea of customer relations in their company. Having many regulations in place, the airline industry has come under utmost inspection for ensuring high precision. With enough pressure on the aviation industry and rising competition, company must provide accurate information to the customers, and so there is a need for a system which has a tool

through which one can manage inventory, customer details, transactions, refund details etc. This demands for an improved understanding of the CRM software for aviation. On top of this, it is essential to ensure that all this information is in line with the controlling bodies.

1.2 Background

In any sector, customer relationship management is important but in highly competitive aviation industry, this technology is even more crucial. Now that air travel has become more commoditized, customers are less likely to be loyal than ever. Also, in current competitive business environment and with the arrival of the internet, customers of aviation industry have a variety of choices. With all these actualities, profit is difficult to obtain.

Nonetheless, customers do consider services offered from different airlines when making decisions, therefore CRM is very important in aviation when it comes to making your airline stand out from the crowd.

Here, we will discuss about Jet Airways, which had become top airline in India, with market share of 29%, only by managing brilliant relationship with customer. With better customer relationship it was the most preferred airline in India. Jet had reputation for punctuality and outstanding service, which resulted in attracting large number of passengers. It was one of the largest airlines in India based out of Mumbai, Maharashtra. It was the first private airline of India to fly to international destinations. Jet operated more than 400 flights daily, covering 76 destinations worldwide. It was an airline that pioneered concepts like web check-in, SMS check-in, e-ticketing etc. Jet airways has won multiple awards for its world class services.

1.3 Purpose of Study

The purpose of study is to present the importance of Customer Relationship Management in the airline industry to increase successful airline business. Relationship towards the customers is considered to be one of the most important objectives for every company in order to optimize customer loyalty and revenue. To achieve high performance, every company is using the power of relationships as one of the most important keys to success. There should be shared goals, shared knowledge and mutual respect which are necessary preconditions of success.

It is said that acquiring a new customer is five time more expensive than to retain an old customer. Customer Relationship Management has emerged as a key practice for optimizing customer retention, in the course of enhancing margins and reducing costs. Customer complaint database and Frequent Flier Program are utilized as data source by CRM in aviation industry.

Airline industry must streamline the processes in an attempt to reduce their operational cost. Companies can transfer their gain to their customers in the form of reduced airfares when operational costs are reduced.

Here, we will study how Jet Airways had come on top by gaining new customers and retaining existing customers. Using customer related methodologies, Jet had moved past its competitor and was the leading airline in India.

1.4 Research Hypothesis

We have formulated below hypothesis in the view of customer relationship management on customer's loyalty.

H1: Excellent customer relationship management leads to customer's loyalty.

H2: Commitment of the good customer's satisfaction leads to customer's loyalty.

H3: Customer's retention program leads to customer's loyalty

We also have some research questions that will help our study.
* To what degree does customer retention programs affect customer's loyalty?
* Does customer's satisfaction leads to customer's loyalty?
* Is there a significant Impact of Customer attraction programs on customer's loyalty?
* To what extent does Relationship management lead to customer loyalty?

Chapter 2: Literature Review

The literature for the thesis consists of four main pillars written by experts in the fields of Marketing, Customer Relationship Management and Airline marketing and management. The additional information was extracted from the web sites of many airline companies, articles and case studies of successful airlines.

One of the most reputable publications is written by Philip Kotler and Gary Armstrong. Their publication called simply Marketing is considered to be a Bible of marketing. The most valuable publication for the thesis was Airline Marketing and Management written by Stephen Shaw in 2004. Stephen Shaw is Managing Director of SSA Ltd, UK, a firm specializing in providing courses in marketing and economic to airlines and aerospace firms, located at Chinnor, Oxford, England. The quartet of the main literature pillars is The Southwest Airlines Way with subhead Using the Power of Relationships to Achieve High Performance introduce management lessons from the world's most profitable airline- Southwest Airlines. The publication is focused on relationships within the company, among the employees with the stress on shared goals, shared knowledge, and mutual respect.

And here one of the examples is Jet Airways which was India's second largest private Airline and was founded by Mr. Naresh Goyal in May 5, 1993. This Airline carries more than seven million passengers in a year. Earlier they started with Air Taxi and gradually it became one of the leading private Airline of India and has around 50% of the market share.

2.1 Review Area Broad

Jet Airways is an international Airline based in Mumbai, India. Jet Airways was founded by Mr. Naresh Goyal in May 5, 1993. Its primary hub and maintenance based in Mumbai, with secondary bases Bangalore, Chennai, Delhi and Kolkata. Jet Airways has been the one

of biggest competitor of the government, Indian Airlines. Jet Airways broke the monopoly of Indian Airline in January 1994, when it declared as a full scheduled private airline. Earlier there was the "Air Corporation Act" (1953), which did not allowed any privatization of air transport, all major Indian air transport were nationalized so Jet Airways becoming the first private Indian Airline in 1994 was a great change in the Indian aviation industry, not only it was launched as a private airline but also this airline gave the biggest competition to the government owned airlines of India. Jet Airways started its first International flight in March 2004 to Colombo, Sri-Lanka. The company was a 100-per cent subsidiary of Tail Winds Limited. Jet Airways took over Air Sahara in April 2007, which was later on renamed as JetLite. Currently, JetLite is a subsidiary of Jet Airways. After the two years of buying Air Sahara, Jet Airways launched its new low-cost airline service "Jet Airways Konnect" for the Indian domestic market. It was started in May 2009. It makes use of spare aircraft from Jet Airways' routes, which were continued by the parent company, due to the low passenger load factors. On 1 December 2014, Jet Airways Konnect was fully merged with Jet Airways which made it the third full-service airline in India besides Air India which was the government owned airline and Vistara which was the private full-service airline. After Jet Airways merged with Jet Airways Konnect and became the full-service private Airline in India, the growth and revenue got increased and it became one of the most liked and popular airlines among the Indian passengers who used it that to not only for domestic sectors but also for international as well. But being one of the most popular and well-maintained international airlines, in November 2018 it was reported that Jet Airways was facing negative financial outlook due to increase in loss which lead to the report of being Jet Airways grounded in March 2019 due to unpaid lease rates and ceased all flight operations on April 2019.

2.2 Review Area Narrow

May 1993

Jet Airways was founded in May 5, 1993 as a private airline by Mr Naresh Goyal.

January 1994

Jet Airways became the full scheduled private Indian Airline.

March 2004

Jet Airways started its first international flight to Colombo, Sri Lanka.

April 2007

In April 2007 Air Sahara was took over by Jet Airways and It was renamed as "JET LITE" later.

May 2009

Jet Airways launched its new low-cost Airline "JET AIRWAYS KONNECT" in India which was after two years of buying Air Sahara.

December 2014

On 1 December 2014, Jet Konnect was fully merged with Jet Airways, making it the third full-service airline in India besides Air India and Vistara.

April 2019

Jet Airways got bankrupt and ceased all the flight operations on April 2019.

2.3 Factors critical to success of study

- CRM implementation issues
- Implementation of CRM through employees
- Customer centric approach
- Right Method to interact with customer
- Right tool of data mining
- Clear methodology and steps
- Measurable goals
- Training of the front people

2.4 Summary

The literature for the thesis consists of four main pillars written by experts in the fields of Marketing, Customer Relationship Management and Airline marketing and management. The additional information was extracted from the web sites of many airline companies, articles and case studies of successful airlines. Jet Airways is an international Airline based in Mumbai, India. Jet Airways was founded by Mr, Naresh Goyal in May 5, 1993. This Airline carries more than seven million passengers in a year. Earlier they started with Air Taxi and gradually it became one of the leading private Airline of India and has around 50% of the market share. Jet Airways has been the one of biggest competitor of the government owned Indian airlines. After Jet Airways merged with Jet Airways Konnect and became the full-service private Airline in India, the growth and revenue got increased, it became one of the most liked and popular airlines among the Indian passengers, who used it that to not only for domestic sectors but also for international as well. But being one of the most popular and well-maintained International airlines, in November 2018 it was reported that Jet Airways was facing negative financial outlook due to increase in loss, this led to the report of being Jet Airways grounded in March 2019 due to unpaid lease rates and ceased all flight operations on April 2019.

Chapter 3: Research Design, Methodology and Plan

This research is an effort to understand and recognize the factors that are including loyalty program, distribution channel, customer services, promotions and other influence causes that affected the passengers' preferences in the airline ticket purchasing behavior of the passengers.

Airlines are using individual customers' relationship management approaches for aiming different customers. We can also say; an airline may be using multiple strategies to market their products. The variables which are used to amount the repurchase drivers are included in the main drivers of price, loyalty program, services and distribution channel. Additional variables are also included to further examine various other factors which might influence the customers. These extra variables comprise schedule, security, airline's reputation, baggage allowance, reliability and status· among the consumers' friends. The aim of this study is to recognize which motivators are representing most significant factors to the air travelers. The variables are categorized into five main categories including promotion, distribution channel, customer services, loyalty program and others. This grouping will aid in identifying the most important motivators. The verdicts will allow airline companies to develop the most effective marketing policies. This will also help airline companies to reduce their marketing expense and retaining existing customers. A research methodology of quantitative approaches will apply in the study.

3.1 Data Sources

The census method has been used as sources of the secondary data applicable to the research. Also, websites, books, journal articles are used to collect the secondary data.

We have also collected data from questionnaire which was available in one of the below articles and performed our analysis on the data.

We start our research by analyzing publicly available material from Jet Airways, including Jet Airways Newsletters (Jet Airways 2014h), (Jet Airways 2014e), (Jet Airways 2014f), Annual reports (Jet Airways 2013), (Jet Airways 2014d), fact sheets (Jet Airways 2014i), (Jet Airways 2014b), (Jet Airways 2014c), telephone conference transcripts (Jet Airways 2014g) and media articles (Business Standard 2014), (Buyek 2012), (CAPA - Centre for Aviation 2014), (Forbes India 2014), (Times of India 2014), (Outlook 2014), (Singhal 2013), (The Hindu 2014), (Times of India 2012), (Cruising Heights 2014), (TravelBiz Monitor 2014).

3.2 Research Design

To distinguish the most effective customer relationship management approach for air travelers in India, primary data is collected by structured survey during intercept interviews using the methodology of quantitative research approach. The result of these consecutive consolidations is an overview of the places in the organization involved in cross-organizational work between Jet Airways and Etihad Airlines, the executive management team. Addressing the interaction at the top level of organization gives us the base for our observed investigation of the strategy process. Here we are going to describe the way we have chosen the qualitative interviews. We have described our choices of respondents and our choice of data collection system, including the justification of our choice of respondents. We also claim for our choice of data collection system and research design. We base our afterward explorative investigation of the strategy processes in the executive management team unit at the head office of Jet Airways in Mumbai. The data sources for our research can all be characterized as

primary data. We found it was significant to isolate our interviews in groups according to purpose.

3.3 Survey Questions

Below are the survey questions which was performed.

Q1. Open doors to customer complaints on services.

	Frequency	Percentage
Disagree	0	0
Undecided	2	4.1
Agree	47	95.9
Total	49	100

Q2. A good pricing system and services in the company.

	Frequency	Percentage
Disagree	2	4.2
Undecided	3	6.3
Agree	44	89.5
Total	49	100

Q3. Company is considerate towards customer problem.

	Frequency	Percentage
Disagree	2	4.1
Undecided	6	12.2
Agree	41	83.7
Total	49	100

Q4. Company is focused on meeting customers' expectations.

	Frequency	Percentage
Disagree	2	4.1
Undecided	3	6.2
Agree	44	89.7
Total	49	100

Q5. Service performance of the company is satisfactory.

	Frequency	Percentage
Disagree	0	0
Undecided	8	16.3
Agree	41	83.7
Total	49	100

Q6. Likely to use the services again.

	Frequency	Percentage
Disagree	8	16.3
Undecided	0	
Agree	41	83.7
Total	49	100

Q7. I got to know about the different services of the company through media advertisement.

	Frequency	Percentage
Disagree	3	6.3
Undecided	5	10.2
Agree	41	83.5
Total	49	100

Q8. Attracted to company by friends.

	Frequency	Percentage
Disagree	10	2.1
Undecided	40	8.2
Agree	440	89.7
Total	490	100

Q9. Loyal to the organization because of the track record.

	Frequency	Percentage
Disagree	1	2.1
Undecided	3	6.3
Agree	45	91.6

Total	49	100

Q10. Relatives or acquaintances people in the company.

	Frequency	Percentage
Disagree	2	4.2
Undecided	2	4.2
Agree	45	91.6
Total	49	100

Q11. Employees are concerned about passengers.

	Frequency	Percentage
Disagree	5	10.2
Undecided	4	8.2
Agree	40	81.5
Total	49	100

Q12. Employees are easily reachable.

	Frequency	Percentage
Disagree	2	4.2
Undecided	7	14.2
Agree	40	81.6
Total	49	100

Q13. Trust consistency service delivery

	Frequency	Percentage
Disagree	4	8.2
Undecided	5	10.2
Agree	40	81.6
Total	49	100

Q14. Clear definer company policy.

	Frequency	Percentage
Disagree	1	2.1

	Frequency	Percentage
Undecided	2	4.2
Agree	46	93.7
Total	49	100

Q15. Company adheres to their promises.

	Frequency	Percentage
Disagree	3	6.3
Undecided	14	28.5
Agree	32	65.3
Total	49	100

Q16. Maintains high level of integrity.

	Frequency	Percentage
Disagree	3	6.3
Undecided	1	2.1
Agree	45	91.6
Total	49	100

Q17. Company's level of business innovation and creativity encourage greater patronage.

	Frequency	Percentage
Disagree	1	2.1
Undecided	3	6.3
Agree	45	91.6
Total	49	100

Q18. Is company passionate about service delivery.

	Frequency	Percentage
Disagree	2	4.2
Undecided	13	26.5
Agree	34	69.3
Total	49	100

Q19. Company encourages interaction with their employees.

	Frequency	Percentage
Disagree	2	4.2
Undecided	12	24.4
Agree	35	71.4
Total	49	100

Q20. Responds to customers' request.

	Frequency	Percentage
Disagree	0	0
Undecided	14	28.6
Agree	35	71.4
Total	49	100

Q21. Employees are reachable and friendly.

	Frequency	Percentage
Disagree	2	4.2
Undecided	1	2.1
Agree	46	93.7
Total	49	100

3.4 Interview Procedures

Interviews were already available, and we have collected data from them as a part of source of data and analyzed the data based on our requirements. We have not conducted any interview with any organization.

3.5 Data Analysis Procedures

Data analysis is a method of transforming, cleaning the data in order to bring out the most valuable information, and based on which various decisions can be made to grow your business to get an appropriate conclusion for an organization. In our study, data analysis will benefit us to determine the information for customer relationship management in Jet Airways, so basically to extract beneficial information from data and taking the decisions built upon the data analysis. The data analysis procedures contain the following stages:

- Data Collection
- Data Analysis
- Data Interpretation

Data Collection

After gathering the requirement, we get a clear idea about what things you must measure and what should be your verdicts. Once the data has been collected, one must never forget that the collected data must be processed or organized for Analysis. As the collected data could be from numerous sources, one must keep a journal with a collection date and sources of the data.

Data Analysis

When the data has been collected and managed, it is ready for analysis. Once the data has been manipulated, it becomes clear that what information is extracted and whether more collection of data is required. During this phase, use of data analysis tools and software which will help in understanding, interpret and originate conclusions based on the requirements. We have used regression analysis.

Data Interpretation

Once the data has been analyzed then it is time to interpret the results. Data can be in several ways such as simple words, tables, charts etc. Now this result can be used to analyze the process of deciding the best course of action.

Chapter 4: Findings and Analysis

In this chapter, data collected through survey is analyzed. This analysis will used to validate the assumptions made earlier. Simple percentage has been used to analyze the data. Multiple regressions were also used in analyzing the research questions and so testing of hypothesis.

- Research Question 1: To what degree does customer retention programs affect customer's loyalty?

  Questions 1-3 from the questionnaire cover this area.
- Research Question 2: Does customer's satisfaction leads to customer's loyalty?

  Questions 4-6 from the questionnaire cover this area.
- Research Question 3: Is there a significant Impact of Customer attraction programs on customer's loyalty?

  Questions 7-9 from the questionnaire cover this area.
- Research Question 4: To what extent does Relationship management lead to customer loyalty?

  Questions 10-12 from the questionnaire cover this area.
- Customer Loyalty

  Questions 13- 15 from the questionnaire cover this area.
- Commitment

  Questions 16-18 from the questionnaire cover this area.
- Satisfaction

  Questions 19-21 from the questionnaire cover this area.

4.1 Descriptive Statistics

Demographic representation:

Gender

Sex	Frequency	Percentage
Male	19	38.8%
Female	30	61.2%
Total	49	100%

Age

Below 30	31	63.3%
30 and over	18	36.7%
Total	49	100%

The above tables show that out of 49 respondents there are 19 male and 30 females also 31 respondents out of 49 are below 30 years of age and 18 are at the age of 30 or more. This shows that there are more female respondents than male.

4.2 Regression Analyses
Regression table

Descriptive Statistics

	N	Minimum	Maximum	Mean	S.D.
Sum of trust, commitment and satisfaction	49	21	44	32.2857	4.66815
Sum of CR, CS, CA & RM	49	33	60	50.8163	5.11401
Valid N	49				

(Customer's Retention, Customer's Satisfaction, Customer's Attention, Relationship Management)

Model Summary

Mode I	R	R-square	Adjusted R-square	Std. error of the estimate
1	.659	.435	.383	3.6655

Coefficients

Model		Unstandardized Coefficient		Standardized Coefficient		
		B	Std Error	Beta	↑	Sig.
Mode I	Constant	9.518	5.481		1.736	0.089

	Customer Relation	.411	.474	.136	.868	.390
	Customer Satisfaction	.747	.386	.305	1.935	.059
	Customer Attraction	.077	.329	.030	.234	.816
	Relationship Management	.967	.292	.419	3.308	.002

Chapter 5: Interpretation of Results

5.1 Interpretation of Results

The interpretations of results basically provide the conclusions from the research both from theory development implication and practical implication. One of the major contributions to theory development proves the confirmation of some hypothesized relationships amongst the constructs of customer relationship management which are the following:

- o Customer retention
- o Customer satisfaction
- o Relationship management

And these are on Customers loyalty amongst the Customers of Guaranty Trust Bank. In this research primary data was elicited through questionnaire, simple percentage was used to analyze the questions, multiple regression analysis was used in testing the entire hypothesis. The major finding was that amongst all the construct of Customer relationship management, Customer satisfaction and Relationship management has greater Impact on Customer's Loyalty. This means when customers are satisfied with an organizations products and services there is a measure of loyalty that is going to be created. A good Relationship management program from the firm and its employees to customers will also create loyalty.

5.2 Comparison of Results with Assumptions (Hypotheses)

The Hypothesis we took before were:

H1: Excellent customer relationship management leads to customer's loyalty.

H2: Commitment of the good customer's satisfaction leads to customer's loyalty.

H3: Customer's retention program leads to customer's loyalty.

And on the other hand, the results we got were as follows:

R1: Customer Relationship management has greater Impact on Customer's Loyalty

So, this means "Excellent customer relationship management leads to customer's loyalty" which was assumed as (Hypothesis 1) H1 totally matches with the (Result 1) R1 that is Customer Relationship management has greater Impact on Customer's Loyalty.

R2: Customer's satisfaction leads to customer's loyalty. This means when customers are satisfied with an organizations products and services there is a measure of loyalty that is going to be created.

So, this means" Commitment of the good customer's satisfaction leads to customer's loyalty." Which was assumed as(Hypothesis 2) H2 totally matches with the (Result 2) R2 that is Customer's satisfaction leads to customer's loyalty.

Therefore, H1 and H2 are the research assumptions that successfully matches with the results R1 and R2 except H3 which was "Customer's retention program leads to customer's loyalty" that means Customer's retention program not necessarily leads to customer's loyalty.

Chapter 6: Conclusions and Scope for Future Work

We can conclude from this study that Customer Relationship Management in Jet Airways was satisfactory. The company was using several CRM practices like marketing communication, personalized service, customer feedback, maintaining interaction with the customers regularly and providing good quality product etc. Jet Airways believed in innovativeness and creativity to serve their customers and keep them always happy. After our analysis, we certainly can conclude that Jet Airways was the most . preferred airline purely on the basis quality of the service they offered to the customer. A truly customer-centric organization can be created by firm understanding of customer values & needs also empowering employees with the knowledge and tools to respond to customers. Hence, we can say that good service leads to customer satisfaction which in turn leads to loyalty of the customer.

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