



**Centre for Continuing
Education**

**THE ROLE OF AIRLINE INDUSTRY MANAGEMENT
IN CUSTOMER SATISFACTION**

BY

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**A DISSERTATION REPORT SUBMITTED IN PARTIAL
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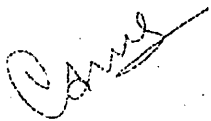
EMPLOYEE EXPERIENCE CERTIFICATE

This is to certify that **Mr. Vaibhav Dhamija** (E.Code: 24037106) was a bonafide employee of **InterGlobe Technologies International Pvt. Ltd.**

He was working with us from **March 17, 2016** to **April 19, 2017**, as a **Process Associate**.

We wish him all the best for his future endeavors.

Yours sincerely,
For InterGlobe Technologies International Pvt. Ltd.



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LETTER OF ACCEPTENCE

ROHIT SINGLA

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Subject: Willingness for guiding Dissertation of Vaibhav Dhamija (Registration no: 500056369)

Dear Sir,

Vaibhav Dhamija is registered for (BBA- Aviation Operations), with the University of Petroleum & Energy Studies, Dehradun in 2016 -2019 batch.

I hereby give my acceptance to guide the above student through the Dissertation work on 'The role of Airline Industry Management in customer satisfaction', which is a mandatory requirement for the award of BBA- Aviation Operations degree.

Thanking you



Your's sincerely

Rohit Singla

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EXECUTIVE SUMMARY

INTRODUCTION

Aviation Industry plays a major role in connecting people and economies around the globe. The concept of globalization has only been truly possible because of it. It has become an important part of a country's economy and infrastructure. As it's an integral part of a country's economy, it generates a lot of revenue for the airlines as well. For any airline to be successful, satisfaction of the customer and a loyal customer base are indispensable factors. Both of these factors decide whether an airline would be successful or proves to be a failure. The commitment of an airline towards customer satisfaction not only generates more revenue but also earns a good name for the company to be bigger and better. As it's a very competitive field, it's never easy for an airline to achieve this. The one and only method to stand apart in this competitive field is to have a loyal customer base of the airline. It indicates that the passenger would not only choose the airline once, but whenever it's required.

There is a 6% increase in the number of people travelling by air every year according to IATA. Airlines in the world are growing at a rapid pace to keep up with the ever increasing demands from the customers and face stiff competition around the globe. If an airline wants to be successful, it needs a dedicated team of employees and crew to fulfill and satisfy the needs of the customer. If a passenger isn't happy with the services provided, he/she would no longer be a loyal customer and would look up to other carriers for future travel plans.

REVIEW OF LITERATURE

In order for an airline to get an upper hand in competition, it's very important for them to provide each and every passenger with the best quality of service and make it a memorable experience. The whole study is about the dedication and commitment of the aviation industry towards customer expectations and how to implement it successfully. The idea of an airline's success or failure revolves around the customer satisfaction. Satisfied customers are the best source of advertising.

PROBLEM STATEMENT

In the aviation industry customer satisfaction is an indispensable factor. If the customer's are not satisfied, it would gradually result in the downfall and failure of the airline. To combat this problem, the study mainly focuses on customer satisfaction and the number of ways and practices by which an airline can achieve it successfully.

NEED FOR THE RESEARCH

I've selected this topic for research to learn about the role of aviation industry management in delivering customer happiness and satisfaction. For an airline to be successful, the satisfaction of customers should be the foremost priority. As the air transport is growing rapidly with each passing day, it's very important for an airline to know how to react to those situations where a passenger is not satisfied and is unhappy about his/her experience. The study focuses on the concept of customer satisfaction and happiness since it's a decisive factor for a company's success. It further investigates the ever-changing and requests of the passengers and how an airline can serve them by having an intelligent and smart customer service department, dedicated cabin crew and a well-qualified staff. These ways would enable an airline to have a loyal customer base which results in more customers and hence more revenue for the airline company.

OBJECTIVES

- To define the concept and need of customer satisfaction.
- To study the influence of an airline service quality on customer satisfaction and loyalty.
- To explain ways to have a loyal customer base.
- To identify the problems and needs of customers.
- To study and understand how an airline should react in case of adverse circumstances such as flight delays and cancellations.
- To understand how to improve the overall experience for the customer so that he/she comes back for more.
- To understand the factors leading to customer satisfaction for an airline.

RESEARCH METHODOLOGY

Descriptive analysis of the research problem has been done to improve the overall experience for the customer by the airline. Questionnaires are made use of for the collection of primary data. Secondary data for research is sourced from official websites, books, reports, articles and social-media blogs.

SOURCES OF DATA

- **Primary Data-** The data is collected from personal questionnaires and surveys which depends on various factors such as pre-flight services, in-flight benefits, post flight operations and how the overall experience turns out for the customer.
Secondary Data- The data collected is used from official websites, journals, books, articles and feedback from social media blogs.

SAMPLING

A sample has to be selected for the collection of primary data. Simple random sampling is the method used for the collection of data.

EXPECTED OUTCOME OF STUDY

High growth in aviation sector is expected considerably by the year 2030. The high growth will be propelled by the immense demand from developing nation. As the growth increases, there will be great load of work on the airlines world over. The main outcome of the research is to find out the ways and strategies by which an airline can provide an excellent service to the customers resulting in customer satisfaction. The quality of service is a significant factor which influences the customer satisfaction. The study indicates that a loyal customer base can only be maintained and increased through good services. The study also covers the importance of quality of meals served inside the flight, developing convenient reservation and ticketing system, making a systematic itinerary for the customer and how to reduce the scope of error at the time of service.

The research is very helpful for the airlines to understand how they can fulfill customer's needs without failure and what role does feedback play to improve the quality of service for the customers. The aim is to create a body of knowledge which can further used for reference on this subject.

CHAPTER 1

INTRODUCTION

1.1 OVERVIEW

In the present aviation industry, airline industry management plays a major role in delivering customer satisfaction. The most important component of any organization's business plan is a Customer Relationship Management (CRM) plan. It is a collection of methods which helps the organization to interact with all the present and potential customers. CRM helps to keep a track of customer interactions in the past and helps the company to retain the customers. It is the key source of customer loyalty and satisfaction. In aviation industry; free upgrades, frequent flyer programs, low airfares and extra baggage allowance are some of the ways to attract new customers and retain the previous ones. This helps the airline to reduce costs and increase profits in the long run.

CRM has proved to be the best way to keep a track of customer activity and requirements to manage the airline industry. Airlines having a quality Customer Relationship Management System have a bigger market share and a loyal customer base.

CRM is an important part airline industry management. It has automated various processes in the functioning of an airline thus reducing costs and improving overall experience for the customer. It helps the airlines to give equal attention to all customers and provide better customer service, maintain a loyal customer base and deliver customer satisfaction. Thus, CRM is the most important tool for achieving organizational goals.

1.1.1 Definition of CRM

Customer Relationship Management is an approach to manage an organization's interaction with all the existing and potential customers. CRM is concerned with the creation, development and enhancement of individualized customer relationships with carefully targeted customers and customer groups resulting in maximizing their total customer life time value. It uses data analysis about customer's history with the company to improve business relationships with customers, specifically focusing on customer retention and ultimately driving sales growth. The right CRM strategy and solutions will result in the growth of the organization.



Customer Relationship Management

FIGURE 1: CRM

SOME OF THE CRM ACTIVITIES FOLLOWED BY TODAY'S ORGANIZATION ARE:

- To solve the complaints raised by the customer and to find the right solution for it.
- Updating and maintaining customer segments and details such as name, address, phone number, date of birth etc. in a computer database makes the CRM process easy and cost effective.
- Sending special day wishes on days like birthday, anniversary, festivals etc. is one of the best methods of customer retention.
- Facilities like self-service kiosk at the airports, online check-in and baggage tracking are all examples of E-CRM.
- It improves the facilities within the organization and gives easy information access to customers.

1.1.2 E-CRM

Electronic Customer Relationship Management (E-CRM) is the application of Internet based technologies such as emails, website forums, chat rooms and other channels to achieve CRM objectives. It is a well structured and coordinated process of CRM that automates the process of marketing, sales and customer service. The E-CRM encompasses all standard CRM functions with the use of the Internet. Electronic CRM concerns all forms of managing relationships with customers through the use of Information Technology. Organizations having effective CRM improves the efficiency of the company as well as the customer relationship. It's a type of electronic channel which is used for acquiring new customers through mailing, SMS and through other electronic applications and also enhancing the company's profitability by the current customers fulfilling the organizational goal.



FIGURE 2: E-CRM

1.1.2 ROLE OF CRM IN AVIATION INDUSTRY

With a number of regulations in place, the aviation industry is brought under extreme scrutiny for ensuring high precision. There is enough pressure on the aviation sector however with growing competition, the team ought to provide multiple information at any given time. There is need for a system that has tools through which you can manage inventory, customer details such as the data and preferences, transactions, refund details etc. This calls for a better understanding of the CRM software for aviation. On top of this, it is essential to ensure that all of this information is in line with the regulatory bodies.

Aviation Industry needs to streamline its processes in an attempt to reduce their operational costs. When operational costs are reduced companies can transfer that gain to their customers in the form

of reduced fare. CRM for airlines helps to integrate electronic data interchange and quality. The aviation industry requires decisions to be made in a timely manner and with absolute accuracy. This can be achieved through implementing CRM for the entire process. It will ensure that the management has effective control over financial and industrial activities and in turn enhanced operations and efficiency. The effective use of customer relationship management helps the airline to identify the customer's complaints easily and provide adequate solutions to their problems. Scenarios such as flight delays or cancellations, lost baggage are some of the areas which can be improved by the effective use and implementation of CRM. Following CRM strategies in reservations is also an important element for customer satisfaction. Nobody is interested to stand in a long que for booking tickets. Providing the CRM Automatic Reservation Counter facility will help the passenger to spend limited time at the counter. Giving preference to the elderly and those who are in need will help the airline to maintain a good customer relationship. By these customer relationship management programs, the airlines can achieve their organizational goals with satisfied and retained customers.



FIGURE 3: AUTOMATIC RESERVATION COUNTERS

1.2 PURPOSE OF THE RESEARCH

The purpose of the research is to learn about the role of airline industry management in customer satisfaction and how CRM is an important aspect of it. To know and understand the effects of CRM within an organization. Aviation sector is a service sector which depends fully on the revenue generated from the customers for their survival. The study focuses on the concept of customer satisfaction and happiness since it's a decisive factor for an airline's success or failure. It further investigates the ever changing needs and requests of the passengers and how an airline can achieve it by providing an intelligent and smart customer service. These ways enable the airlines to have a loyal customer base which results in more customers and hence more revenue for the airline company.

Using CRM methods, airplane crews can avoid, manage and mitigate human errors. And as secondary benefits, CRM programs improve morale and enhance efficiency of operations. An airline's success basically depends on its capability to manage sales, marketing, and to maximize advantages for both customer and the organization. It provides a better understanding of the customers. To achieve this airline E-CRM models not only provides a comprehensive solution but also contribute towards improving the relationship of the airlines with its customers.

1.3 RESEARCH HYPOTHESIS

The targets of the present research are the following:

- To study the concept and need of customer satisfaction.
- To know the importance of CRM in aviation.
- To identify the problems and needs of the customers.
- To know how CRM promotes customer satisfaction and customer loyalty.
- To understand how CRM techniques help the customer to get a better service quality and how it is beneficial for the airlines in terms of revenue generation.
- To identify the ways to improve the overall experience for the customer so that he/she comes back for more.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The research is based on the knowledge given by various experts in the field of management, airline industry and customer relationship management. The data has also been collected from the Internet, books, newspapers and by going through different economic and customer surveys of successful airlines.

The first ever CRM was released by Pat Sullivan and Mike Muhney in 1987 by the name of ACT. It was basically a digital rolodex which enabled its users to organize and store customer information effectively. CRM process involves the activities and strategies that companies use to manage their interaction with current and potential customers. The goal is simple: Improve business relationships. A CRM system helps companies stay connected to customers, streamline processes and increase profitability.

2.2 CRM and its components

There are different components of Customer Relationship Management that are essential to run an organization towards success. Every component is unique in itself and plays a major undeniable role in the process. The components are as follows:

HUMAN RESOURCE MANAGEMENT

Effective use of people in the right place at the right time is called human resource management. It is very essential the job roles assigned to the employee are in accordance to their skills and capabilities. At the initial stage, an effective people strategy is adopted and followed by work force analysis. The analysis of work force includes the analysis of their skills and development. Finally, the strategy which would be required for the development and change is set down and implemented.

LEAD MANAGEMENT

Keeping a track of sales leads and its distribution is the essence of lead management. The benefits of lead management are directly available to the sales, call center and marketing industries. The activities involved in lead management relate to market campaign, making customized forms, mailing lists etc. These activities are performed with a view, to capture maximum sales leads which would add to the sales. This can be achieved through a-comprehensive study to purchase the patterns, patterns of the customers and the identification of potential sales leads.

SALES FORCE AUTOMATION

Sales force automation (SFA) is the most essential component of CRM. It is used by almost all organization. It is a software solution

that includes forecasting, tracking potential customers, interaction with customers and processing sales. It helps in identifying revenue possibilities. SFA includes opportunity management i.e. supporting sales methodologies and provide interconnection with other functions to the company. The sales force automation has the capability to perform correct management, activity management, document management, order management, sales analysis and product configuration.

CUSTOMER SERVICE

Customer service is also an important CRM because CRM focus on comparison of customer data, gathering information related to their purchase patterns. CRM also provides this information to every department that requires it. Therefore, sales, marketing and personnel department are able to gain in their knowledge of the customer. This enables the organization to provide suitable solution to every customer. Thus, enhances the retention of customers and their loyalty.

MARKETING

It involves the promotional activities that are involved in promoting a product. It may be aimed to the general public or to a specific group. CRM facilitates in increasing the effectiveness of marketing by studying the potential targeted customers.

WORK FLOW AUTOMATION

Work flow automation is a very productive component of customer relation management. Work flow process mainly includes the streamlining of process which ultimately helps in reducing cost. Work flow automation saves time and energy of several people doing the same job again and again. It relieves work force from unnecessary tasks. It avoids paper work. This process also includes the integration of people and processes, so that they work in harmony achieving a common objective. This whole process of work automation saves time, money and effort.

BUSINESS REPORTING

CRM plays an important role by providing reports on the business. Business reporting simply means the ability to identify the exact position of your company at any given point of time. Business reporting as a component of CRM serves the benefit of instant access to information at any given point of time. It also ensures accurate information. This component of CRM helps in exporting these reports to different systems and also helps in comparison of historical data.

ANALYTICS

Analytics is the study. The data is studied so that information can be used to study the market trends. Historical and current data help in the creation of charts and diagrams which ultimately facilitates a complete trend study. Analytics is an essential and pivotal part of CRM because it enables study of data which can be used further to

make an estimate of the business conditions at any given point of time.

2.3 CRM AND AVIATION

Customer Relationship Management (CRM) implementation is the process of setting up and running CRM software. A successful implementation involves all team members from the start as well as from ongoing training to improve efficiency and user adoption. Planning and implementing business processes across airlines and CRM applications ensures customers are handled in the most efficient and effective manner from the beginning to the end of the interaction based on their real time value to airlines. Implementation of CRM applications may lower the cost of design, implementation, installation, training, ownership and administration. It also reduces the risk of reengineering systems at a later date.

Consistent and dynamic processes are built up for the customer. This ensures streamlined processes are in place before the customer makes contact. Today, more and more airlines are using the internet to implement e-business applications and CRM strategy. Establishing and strengthening long term relationships with airline's customers is the key to success. It is the focus of a well-structured and coordinated process of customer relationship management.

To have an excellent relationship with the customer, airlines should incorporate CRM strategy in different areas of service. There are different types of passengers approaching an airlines therefore its necessary for the airlines to provide an outstanding customer service.

The airlines must make sure that all the customers are happy and satisfied at all times. Some of the services include good preflight services such as lounge facility, some want excellent onboard facilities such as choice of meals, seating etc. while some need extra baggage allowance. By providing these services an airline company can have a loyal customer base which results in happy customers and profit generation for the company. There are a number of factors that an airline company should keep in mind to serve existing and potential customers. Some of the factors are as follows:

• **FREQUENT FLYER PROGRAM**

A frequent-flyer program (FFP) is a loyalty program offered by an airline.

Many airlines have frequent-flyer programs designed to encourage airline customers enrolled in the program to accumulate points (also called miles, kilometers, or segments) which may then be redeemed for air travel or other rewards. Points earned under FFPs may be based on the class of fare, distance flown on that airline or its partners, or the amount paid. There are other ways to earn points. For example, in recent years, more points have been earned by using co-branded credit and debit cards than by air travel. Another way to earn points is spending money at associated retail outlets, car hire companies, hotels, or other associated businesses. Points can be redeemed for air travel, other goods or services, or for increased benefits, such as travel class upgrades, airport lounge access, fast track access, or priority bookings.

Frequent-flyer programs can be seen as a certain type of virtual currency, one with unidirectional flow of money to purchase points, but no exchange back into money.

- **EXCELLENT IN-FLIGHT SERVICES**

In aviation, in-flight service refers to offerings by an airline, both free and paid that add to a passenger's flying experience. Such items provided as in-flight services may include meals, snack, beverages, in-flight entertainment made available during a flight for the convenience of the passenger. In-flight entertainment refers to the entertainment available to aircraft passengers during a flight such as LED screens with a collection of movies and songs, Wi-Fi etc.



FIGURE 4: IN-FLIGHT SERVICES IN ETIHAD AIRWAYS

◦ PUNCTUALITY AND AIR CONNECTIVITY

Flights are considered on time if the aircraft arrives at the gate within 15 minutes of the scheduled arrival time. Airport on-time performance is measured by on-time departing flights. On-time performance data can help us understand the performance of an airline network and code-share partners. This is important because when a traveler buys a ticket from an airline company but is actually on a flight operated by a partner, he/she is going to blame the airline for delay or cancellation of the flight. It is a decisive factor for customers when it comes to choosing the airline. Connectivity is based on the concept of movement of passengers, mail and cargo involving the minimum transit points. Airlines having better punctuality and connectivity performance have a possibility of gaining a greater market share. The connectivity of an airline from its hub with the help of various partners and code-share flights with good timings enables the passenger to decide the airline company used for travelling.

2.4 CUSTOMER LOYALTY- THE KEY TO AIRLINE'S SUCCESS

Loyalty programs have served the airlines well for decades but new technology and a new generation of travelers are changing the rules. As the price and service difference continues to shrink, airlines need to review their loyalty strategies frequently. Travelers now switch and shop around with brands more frequently than ever before. To crack the code on customer loyalty, airlines need to rethink "one size fits all" based approach and offer rewards and experiences that are relevant to each traveler and their journey. For example : A parent travelling with

three young children needs everything pre- planned and simple. This travelling family might place more value on the carry-on baggage and seating arrangement rather than getting the club access and a seat upgrade. This however could be desirable to a young couple embarking on their annual getaway.

To boost customer loyalty and satisfaction, airlines need to remove any possible negative moments from the customer's journey and whenever possible, even bring moments of surprise and delight. On the day of travel alone, there are multiple passenger touch-points including face to face interaction with on-ground and airline crew. Capturing these employee insights can deliver what travelers need to know at the right time and place, while anticipating and mitigating issues before they arise. Ultimately, customer loyalty comes down to building a meaningful connection with the customer. Recognizing their needs and values and enhancing their travel experience is a way of demonstrating the customers that Airline Company understands and care about them. When you do that you win their hearts, minds and wallets.

2.5 THE FUTURE OF CRM IN THE AIRLINE INDUSTRY

By utilizing new initiatives to drive customer insights and improve customer value, airlines can improve from their CRM program. As airlines struggle to gain market share and sustain profitability in today's fiercely competitive and economically demanding environment, they must develop new ways to manage their customer relationships to optimize customer loyalty and revenues. Today, the airline industry has reached crossroads. The effects of the worldwide economic slump and the aftermath of September 11th attacks have severely impacted airline economics

and viability. While the US and certain European markets were most severely impacted, airlines worldwide are starting to both regain and improve profitability. Many have focused on operational improvements to reduce costs, but the customer cannot be ignored. Customer relationships must be fostered for airlines to maintain competitive advantage and profitability in the long term.

Airlines' immediate focus is on cost reductions in driving to more efficient operations. However, many airlines are turning to customer relationship management (CRM) as a tool for managing customer relationships. Unfortunately, in many cases, they have failed to recognize CRM as a holistic strategy, instead viewing it as synonymous with their frequent flyer programs. In order to manage the customer more effectively across all lines of service, airlines must change their approach to CRM in a number of ways:

- **Customer segmentation**-Airlines need to recognize that mileage-based segmentation is inadequate, whereas value-based and needs-based approaches can help guide investment decisions and drive greater insight into the needs of high-value customers.
- **CRM initiative development**-In order to differentiate themselves from the competition, airlines must abandon a "fast follower" approach to CRM initiative development, in favor of investing in initiatives with a high return, which respond to the needs and desires of their own customers.
- **Organizational design and management**-Airlines need to instill a service mentality in their employees, empowering them with a complete view of the customer and clearly articulating the employee's role in the CRM strategy. By taking steps to implement a truly consumer-centric approach to relationship management, an airline will be better positioned to acquire,

develop and retain high-value customers. Through the development and implementation of customer analytics and decision-support technologies, airlines can begin to use customer information not only to differentiate service levels based on customer value, but also to drive crucial operational decisions. In the end, an airline's CRM program becomes a platform for achieving both near-term operational efficiency and long-term relationship management and growth.

However, airlines can begin to distinguish themselves by concentrating on the relationship building aspects of CRM. It is not enough to simply mimic the competition for the sake of offering identical services. Airlines need to understand how their core customers respond to specific initiatives, and evaluate the return on investment (ROI) for each new service offered. By utilizing new initiatives to drive customer insights and improve customer value, airlines can improve the return from their CRM program. Airlines can begin to move away from a reactive, competitor-driven CRM strategy if they ultimately base investments on the needs of key customer segments.

Some customers deserve greater attention than others. In order to differentiate their CRM programs more effectively, airlines will need to understand the customer in terms of both value and needs. Effective customer segmentation is vital to the success of any CRM strategy. Although customers can be grouped in many different ways, value-based segmentation enables a business to understand the profitability of each customer. By assessing customers' value to the company, and their key needs, the business can determine which customers it should retain and how it can migrate lower-value customers to higher-value segments. This knowledge, in turn, can help guide investment decisions and better enable calculation of ROI, from customer-oriented initiatives.

Managing customers effectively is critical to the success of all airlines, as competitive and economic forces change the dynamics of their customer relationships. In developing and implementing CRM strategies, airlines need to take a systematic approach, based on rigorous, factual analysis, in order to realize the full economic value of each customer. The following five key guidelines provide a path forward for airline executives striving to reinvigorate their customer relationships.

- **Develop a vision-** Understand how CRM can help you to transform customer relationships. Develop a business case supporting your vision, including both revenue benefits achieved through wallet share growth and customer retention, as well as potential operational cost savings. Only through clear communication of an overall vision for the CRM program will managers and staff be convinced of its importance.

- **Focus on customer value-** Understand the profitability of each customer. Segment all customers, regardless of frequent flyer status or membership, based on value. Use customer value to differentiate service levels, identifying opportunities to build the loyalty of your most valuable customers and to recruit new customers with similar profiles. Value-based segmentation is the key to an effective CRM program, allowing an airline to focus directly on creating the greatest lifetime customer value.

- **Empower the employee-** Communicate to employees the importance of customer service. Provide them with access to information on key customer interactions, whether on the Web, at baggage claim, with a flight attendant or through reservations. Use appropriate incentives to encourage the deepening of the customer relationship. An airline's CRM program will only be as

strong as its weakest link; thus all employees must develop a service mentality and be empowered with customer insights.

- **Set targets and success metrics-** Quantify the payback from CRM. Ensure that both the business and the customers is obtaining value from the CRM program. Airlines need to determine what sort of return they can reasonably expect from their CRM initiatives and manage towards explicit goals. The company should regularly obtain and act upon feedback from both customers and employees.
- **Address customer needs throughout the lifecycle-** Become an essential partner to the customers. Analyze information gained through customer interactions to learn more about them continuously, refining business actions to target the customers' needs better and creating an even more customized and consistent experience over time.

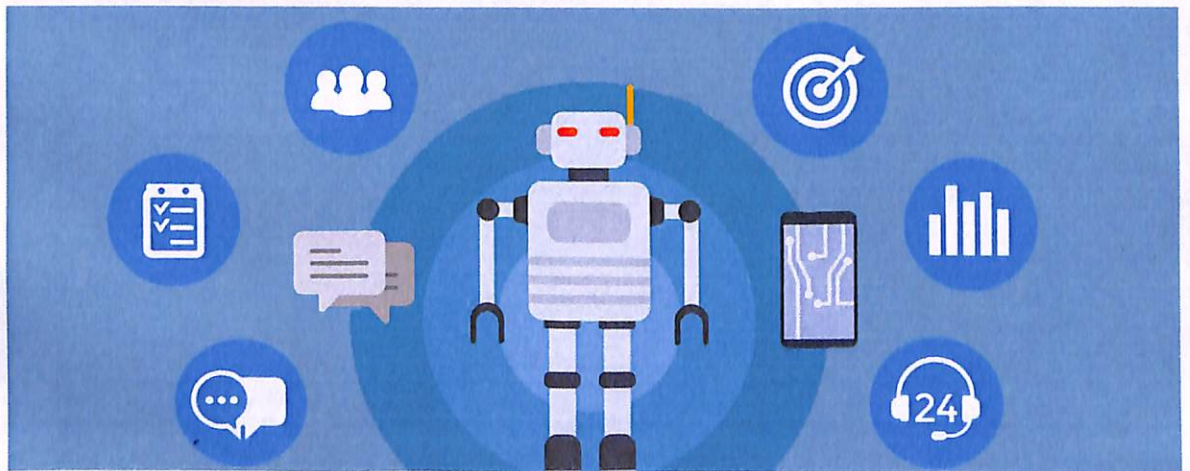


FIGURE 5: THE FUTURE OF CRM TECHNOLOGY

CHAPTER-3

RESEARCH METHODOLOGY AND PLAN

3.1 DATA SOURCE

Data collection is the process of gathering and measuring information on targeted variables in an established system, which then enables one to answer relevant questions and evaluate outcomes. Information accumulation strategies can be isolated into two classifications:

3.1.1 PRIMARY RESEARCH

Primary research is a type of research in which the researcher collects the data himself and isn't dependent on the previous research results. Examples include surveys, interviews, observations, focus groups. The fundamental research should be possible done in two ways:

- (a) Quantitative research: It is done in numerical computations in different formats. Techniques for quantitative data accumulation and investigation in corporate surveys with closed ended enquiries, strategies for correlation and regression, mean, mode, median and others. These strategies are less expensive to apply and they can be applied inside a shorter length of time contrasted with subjective techniques. Besides, because of an elevated level of institutionalization of quantitative techniques, it is easy to make examinations of findings.

- (b) Qualitative research: This research is intently connected with words, sounds, feelings and different components that are non-quantifiable. Quantitative study means to guarantee more noteworthy degree of understanding and qualitative data accumulation strategies in corporate meetings, surveys and open-ended enquiries, focus gatherings, observation , role playing, contextual investigations etc.

DIFFERENT METHODS OF COLLECTING PRIMARY DATA

- **INTERVIEWS**

Discussing in-person and getting the data from the respondents brings out the most effective result. It is instrumental when gathering data in sensitive matters. There are different types of interview method for the collection of data for example focus group interview, face to face interview, individual or personal interview, telephonic interview etc.

- **SURVEYS AND QUESTIONNAIRES**

Being the most popular mode of a survey, it can reach the most significant number of people. The survey questionnaire must be designed to fit all devices like computer, tablet, or a smart-phone. It can be effortlessly saved and used whenever needed making the necessary changes. There are different methods for conducting a survey they are surveys conducting through online, telephonic surveys, surveys through distributing questioners etc. Distributing questioners in certain area for collecting data is a traditional and effective way of collecting primary data.

- **OBSERVATION**

Observation would appear to be an undeniable strategy for completing data collecting in a psychological way. The researcher will observe the situation in order to complete the process of acquiring information from the current situation. And this data can be utilized effectively for the research by analyzing an event etc.

- **FOCUS GROUP**

The gathering of data by focus groups is a technique for vanquishing the shortcoming related with personal interviews. In this procedure arbitrator is reliable and the person in question regularly regulates the social event of around 8 or 10 individuals.

ADVANTAGES OF PRIMARY RESEARCH

The advantage of the primary research information, is that the data has been collected personally. Therefore, it relates directly to the researcher's study. Depending if it is quantitative or qualitative research it can also include a considerable size of subjects or smaller one if required. Another advantage is that the researcher is in full control of how and from where he collects the information.

DISADVANTAGES OF PRIMARY RESEARCH

The disadvantages of primary data are that is expensive to collect and take a long time to process. Furthermore, as the researcher is fully in charge, he has nothing to back up if he makes a mistake, so if there is an error, it would difficult to tell as there is nothing for comparison.

3.1.2 SECONDARY RESEARCH

Secondary research involves the summary, collation and/or synthesis of existing research. Secondary research is contrasted with primary research in that primary research involves the generation of data, whereas secondary research uses primary research sources as a source of data for analysis. A notable marker of primary research is the inclusion of a "methods" section, where the researchers describe how the data was generated. Secondary research incorporates research material distributed in research reports and comparative archives. These archives can be made accessible by open libraries, sites, information acquired from effectively filled in overviews and so forth. Some legislature and non-government offices likewise store information which can be utilized for research purposes and can be recovered from them. The following are the different methods in which secondary research data can be collected:

- **INFORMATION AVAILABLE ON THE WORLD WIDE WEB**

One of the most effective methods for gathering information is utilizing the internet. Information is promptly accessible on the net and can be downloaded easily. The information available is basically free of expense or one may need to pay an immaterial add up to download the previously existing information.

Organizations need to think about just, genuine and confided in site to gather data.

- **LIBRARY**

Libraries are another great source to look for information for secondary research. Open libraries have copies of significant research that were led before. They are a storage facility of

significant data and records from which data can be extracted. The services received in these open libraries differ from one another. Mostly libraries have an enormous gathering of government distributions with market insights, huge accumulation of professional references and newsletter.

- **OTHER SOURCES OF INFORMATION**

Daily newspapers, journals and magazines, radio and TV stations are an extraordinary source to get information for auxiliary research. These business data sources have direct data on monetary improvements, political motivation, statistical surveying, statistic division and comparable subjects.

Organization can demand to get information that is most significant to their examination. Organizations not only have the chance to distinguish their planned customers but can likewise think about the roads to advance their items or administrations through these sources as they have a more extensive reach.

- **CASE STUDY METHOD**

It is a research procedure and an observational enquiry that explores a wonder inside its real-life setting. Contextual analysis depend on a top to bottom examination of a single individual, gathering or occasion to investigate the reasons for under lying principles. This method is used when the researcher requires a thorough and thorough investigation of an especially portrayed and basic explicit issue.

- **OFFICIAL WEBSITE**

The official site contains all substance related to the organization and is to the exclusion of everything else the perfect reliable source. At whatever point the research is organization specific the first and head hotspot for social event information that is as for the said organization is its official site. The main information available on the official page of an organization is what is copyrighted and the organization can be viewed as careful if the information gave isn't legitimate.

- **MEDIA-SOURCES**

The media release is a record that contains information for the accomplices and which is given away as like a system for getting consideration of the media. They are an incredible method to scatter news about the organization and increase attention in the media. They are written in a particular structure and should contain present or newsworthy data that a columnist and their group of spectators would be keen on.

ADVANTAGES OF SECONDARY RESEARCH

Secondary data is available from other sources and may already have been used in previous research, making it easier to carry out further research. It is time-saving and cost-efficient: the data was collected by someone other than the researcher. Administrative data and census data may cover both larger and much smaller samples of the population in detail. Information collected by the government will also cover parts of the population that may be less likely to respond to the census. A clear benefit of using secondary data is that much of the background work needed has

already been carried out, such as literature reviews or case studies. The data may have been used in published texts and statistics elsewhere, and the data could already be promoted in the media or bring in useful personal contacts. Secondary data generally have a pre-established degree of validity and reliability which need not be re-examined by the researcher who is re-using such data. Secondary data is a key in the concept of data enrichment, which is where datasets from secondary sources are connected to a research dataset to improve its precision by adding key attributes and values. Secondary data can provide a baseline for primary research to compare the collected primary data results to and it can also be helpful in research design.

DISADVANTAGES OF SECONDARY RESEARCH

Secondary data can present problems, too. The data may be out of date or inaccurate. If using data collected for different research purposes, it may not cover those samples of the population researchers want to examine, or not in sufficient detail. Administrative data, which is not originally collected for research, may not be available in the usual research formats or may be difficult to get access to.

3.2 SURVEYS

In research of human subjects, a survey is a list of questions aimed at extracting specific data from a particular group of people. Surveys may be conducted by phone, mail, via the internet, and sometimes face-to-face on busy street corners or in malls. Surveys are used to increase knowledge in fields such as social research and demography. Survey research is often used

to assess thoughts, opinions, and feelings. Surveys can be specific and limited, or they can have more global, widespread goals. Psychologists and sociologists often use surveys to analyze behavior, while it is also used to meet the more pragmatic needs of the media, such as, in evaluating political candidates, public health officials, professional organizations and advertising and marketing directors. A survey consists of a predetermined set of questions that is given to a sample. With a representative sample, that is, one that is representative of the larger population of interest, one can describe the attitudes of the population from which the sample was drawn. Further, one can compare the attitudes of different populations as well as look for changes in attitudes over time. A good sample selection is a key as it allows one to generalize the findings from the sample to the population, which is the whole purpose of survey research.

3.3 INTERVIEWS

An interview is essentially a structured conversation where one participant asks questions and the other provides answers. In common parlance, the word "interview" refers to a one-on-one conversation between an *interviewer* and an interviewee. The interviewer asks questions to which the interviewee responds, usually so information is offered by the interviewee to interviewer -- and that information may be used or provided to other audiences, whether in real time or later. This feature is common to many types of interviews - a job interview or interview with a witness to an event may have no other audience present at the time, but the answers will be later provided to others in the employment or investigative process.

3.3.1 TYPES OF INTERVIEWS FOR RESEARCH

1. **Informal interview:** During this interview there will not be a pre-determined question set for the respondent to answer. The interviewer goes with flow of the respondent. So, the respondent can feel free for responding. He or she can express their feelings in informal method interview researching. Interviewer will adapt the nature of the respondents for taking this interview.
2. **General interview method:** This approach is planned to guarantee that a similar general region of data is gathered from every interviewee. This type of interviews is more focused than informal interviews. This interview will also allow the respondent to answer freely for the questions asked by the interviewer.
3. **Open ended interview method:** The open-ended type of interviews will ask the same open-ended question to all the respondents participating. Respondents can freely respond to the question. Since it is open-ended, respondents no need to select yes otherwise no in questions and numerical rating while participating in the interview.
4. **Closed ended interview method:** Here the interviewer will use the closed questions like yes otherwise no for taking interviewee responds. The interviewer will start the interview with a set of predetermined questions. The respondents should select the answer from the available options given by the interviewer.

CHAPTER 4

FINDINGS AND ANALYSIS

This chapter contains the detailed review of airline industry and Customer Relationship Management techniques by a domestic and an international airline.

4.1 DOMESTIC AIRLINE

4.1.1 ANALYSIS OF CUSTOMER RELATIONSHIP MANAGEMENT STRATEGIES USED BY VISTARA AIRLINES

Tata SIA Airlines Limited, operating as Vistara, is an Indian full-service airline, based in Gurgaon, with its hub at Indira Gandhi International Airport. The carrier, a joint venture between Tata Sons and Singapore Airlines, commenced operations on 9 January 2015 with its inaugural flight between Delhi and Mumbai. The airline had carried more than two million passengers by June 2016 and as of May 2019, has a 4.7% share of the domestic carrier market, making it the 6th largest domestic airline. The airline serves 34 destinations with a fleet of Airbus A320 and Boeing 737-800NG aircraft. On 20 August 2015, Vistara declared it had carried half a million passengers in just over seven months of operations. As of February 2016, Vistara has a share of 2% in the domestic carrier market. Vistara recently received the membership of the International Air Transport Association (IATA), joining the association of more than 280 airlines around the world that represents, leads and serves the

airline industry. With this, Vistara becomes one of the select few airlines in India to have the IATA membership. Vistara announced on 11 July 2019 that their first international destination would be Singapore. The airline started its first international service from Delhi to Singapore and Mumbai to Singapore on 6 and 7 August respectively using the Boeing 737-800 NG.



FIGURE 6: LOGO OF VISTARA AIRLINES

Vistara airlines are using various methods of CRM technique in industry in order to improve their brand name and image, for acquiring new customers and to maintain existing customers, for creating customer loyalty etc. The following are some of customer relationship strategy adopted by Vistara airlines:

- Low fares according to the services provided.
- Ancillary administrations
- SMS notifications to customers mobile in case of flight delays and cancellations.

- Refund facility provided to the customers in case flight delays occur for more than two hours.
- More connectivity
- Excellent customer service by cabin crew and by ground staff too
- Automatic Reservation counters
- Choice of meals while in the air.
- Use of online baggage tracking system
- Well conditioned and new aircrafts.
- Effective online booking facility



FIGURE 7: AIRLINE CREW AND GROUND STAFF OF VISTARA AIRLINES

SERVICES OFFERED BY THE VISTARA AIRLINES

CABIN:

Business Class: Vistara offers 8 business class seats, two rows in 2-2 configuration, in its 158-seater Airbus A320-200 fleet. The business class seats are 20.12 inches (511 mm) wide with 42 inches (1,100 mm) seat pitch.

Premium Economy: Vistara was the first airline in India to introduce Premium Economy class in the domestic market. At present it offers 24 premium economy seats, four rows in 3-3 configuration, out of total 158 seats in the single aisle Airbus A320-200 aircraft in its fleet. Each being 18 inches (460 mm) wide and having a pitch of 33–36 inches (840–910 mm).

In-flight entertainment: Vistara World is the airline's wireless Wi-Fi inflight entertainment system that travelers can access on their personal handheld devices. Vistara selected a wireless IFE solution from Bluebox Aviation Systems to enable this service. It offers a multimedia library of over 70 hours' Bollywood and Hollywood content of various genres. It features movies of various categories such as Drama, Romance, Comedy, Thriller, Action, Adventure and Kids, as well as popular Indian and Western TV programmes and a selection of music including Indian, Pop, Jazz, Blues, Rock, Electronica and English Retro. Vistara World offers a live moving map display that allows one to track their aircraft as it flies.

Catering : The in-flight food is catered by Taj SATS Air Catering, another joint venture between Tata and a Singaporean company, headed by Chef Arun Batra, formerly the executive chef of the Taj Hotels group. Vistara offers four different meals for each cabin for different time of the day – breakfast, refreshment, lunch and dinner with options of one vegetarian and one non-vegetarian dish in economy class; two vegetarian dishes and one non-vegetarian dish in premium economy; and two vegetarian and two non-vegetarian dishes for business-class cabin. The

menu is typically changed every seventh day and there are different menus for lunch and dinner. It also provides special meals upon request 24 hours before departure.

Lounge: On 29 March 2016, Vistara inaugurated premium lounge service for its Business-class passengers and *Club Vistara* Platinum & Gold members at the departure level of Terminal 3 of Indira Gandhi International Airport at Delhi. The lounge is spread across 250 square metres on the air-side and can seat 75 people at a time.

Frequent Flyer program: Vistara uses Club Vistara as its frequent-flyer program. It operates as a value based program and awards points on the basis of money spent on tickets rather than miles travelled by passengers. On 29 January 2015, Vistara announced a partnership agreement with Singapore Airlines which would allow Club Vistara members to earn and redeem miles with the KrisFlyer program on Singapore Airlines and SilkAir flights.

4.2 INTERNATIONAL AIRLINE

4.2.1 ANALYSIS OF CUSTOMER RELATIONSHIP MANAGEMENT STRATEGIES USED BY ETIHAD AIRWAYS

Etihad Airways is the second-largest airline in the UAE (after Emirates). Its head office is in Khalifa City, Abu Dhabi, near Abu Dhabi's International Airport. Etihad commenced operations in November 2003.

The airline operates more than 1,000 flights per week to over 120 passenger and cargo destinations in the Middle East, Africa, Europe, Asia, Australia, and the Americas, with a fleet of 117 Airbus and Boeing aircraft as of February 2018. In 2015, Etihad carried 14.8 million passengers, a 22.3% increase from the previous year, delivering revenues of US\$9.02 billion and net profits of US\$103 million. Its main base is Abu Dhabi International Airport.

In addition to its core activity of passenger transportation, Etihad also operates Etihad Holidays and Etihad Cargo. Etihad established its airline alliance, Etihad Airways Partners, in October 2015 which was disbanded in 2018 after several of its members fell into financial difficulties. Etihad Airways holds minority equity

investments in the participating airlines, as well as holding a stake in Virgin Australia, which is not officially listed as an Etihad Airways Partner. Booking for these airlines is consolidated under one network. As of June 2019, Etihad serves 81 passenger and cargo destinations across Africa, Europe, North America, Asia and Australia from its hub at Abu Dhabi International Airport. Until terminating the São Paulo service in late March 2017, Etihad Airways was one of the few carriers to have passenger services to all six inhabited continents.

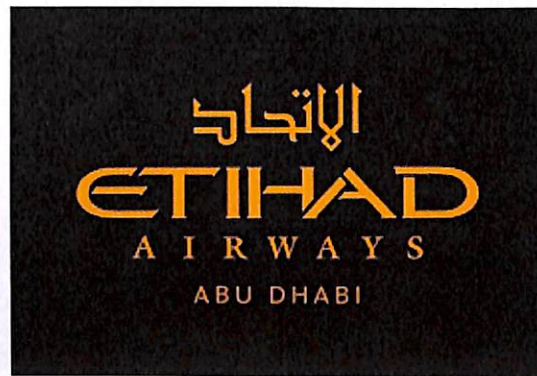


FIGURE 8: LOGO OF ETIHAD AIRWAYS

SERVICES OFFERED BY THE ETIHAD AIRWAYS

NEW CABINS FROM DECEMBER 2014

With the introduction of the Airbus A380 and Boeing 787, new cabins were introduced, their names being: The Residence (A380 only), the First Apartments (A380 only), First Suite (787), Business Studio and Economy Smart seat. The rest of the fleet will gradually be retrofitted with these cabins except for the Residence and First Apartment cabins, which are exclusive to the Airbus A380. The Residence was the only three-room cabin in the sky when it was introduced in December 2014.

THE RESIDENCE

The Residence accommodates one or two people, in a space of 125 square feet (11.6 m²). It features a private living room, bedroom, and bathroom. It features a 60.6-inch (154 cm)-wide two-seater reclining sofa and 32-inch (81 cm) TV monitor in the lounge; an ensuite bathroom with shower, an 82-inch (210 cm)-long, 47.5-inch (121 cm)-wide double bed in the bedroom which also includes a 27-inch (69 cm) TV monitor, and a personal butler.

First Apartment (Airbus A380 only)

First Class on Airbus A380s was overhauled with the "First Apartments". There are nine in total, configured 1-1 across a single aisle, and take up a total area of 39 square feet (3.6 m²) each. It features a 30.3-inch (77 cm)-wide reclining chair; a full-length ottoman which can be transformed into a bed; a 24-inch (61 cm) TV monitor which can swing to align itself to the ottoman so that it can be viewed from the bed; a vanity cabinet; and a bar with assorted chilled drinks. In 2015, this class was named the world's best first class due to its luxurious innovation.

First suite (Boeing 787-9 only)

Select Boeing 787-9s feature eight First Suites to accommodate the narrower aircraft. The service includes a 26-inch (66 cm)-wide reclining lounge chair (which converts into an 80.5-inch (204 cm) fully flat bed); dining table; and a 24-inch (61 cm) TV monitor. All covers are tailored by Poltrona Frau. There is a personal wardrobe, along with total privacy with high sliding doors.

Business Studio

The "Business Studio" is on both models, with 70 seats on the Airbus A380s, 28 on the Boeing 787-9s, and 32 on the Boeing 787-10s. The studio seats include a 22-inch (56 cm)-wide reclining chair, which converts into a fully flat bed, and an 18-inch (46 cm) TV monitor. All have leather covers tailored by Poltrona Frau. It is featured in a 1-2-1 seating style so all seats have direct aisle access.

Economy smart seat

Economy Smart seats feature a 17-inch (43 cm)-wide seat on the Boeing 787 and 19-inch (48 cm)-wide seat on the Airbus A380, with a 31-to-33-inch (79 to 84 cm) pitch and 6-inch (15 cm) recline. There is also an 11-inch (28 cm) touch screen fitted with Etihad's entertainment system. It is featured in a 3-4-3 seating style.

In-flight entertainment

Etihad uses both the Panasonic eX2 and the Thales TopSeries i5000 in-flight entertainment system with AVOD (audio-video on demand system) on its new long-range aircraft and on some of its new A320-200 aircraft. Etihad brands this system as the "E-box". International destination fleets have a plug-and-play system which works on USB technology, that allow passengers to play their own audio, video and picture media. The Airbus A330s and Boeing 777-300ER all have in-flight telephone facility.

On 28 April 2019 Etihad announced that it will remove seat-back screens in the economy section of 23 of its narrow-body Airbus A320 and A321 aircraft, aircraft that are to be used for flights up to 5 hours long.

Etihad signed a new 10-year agreement with Panasonic Avionics Corporation in 2011 for the provision of in-flight entertainment including broadband internet and live TV.

Loyalty Program

Etihad Guest is the airline's frequent flyer program, launched on 30 August 2006. It offers a discount web shop for members and multiple benefits and perks such as extra baggage and priority check-in for frequent fliers. Points may also be redeemed for tickets or class upgrades. As part of an agreement between Etihad and the United Arab Emirates Ministry of Community Development, senior Emirati citizens get instant access to Etihad's loyalty programme and enjoy perks of more air miles, discounted tickets, priority check-in, and extra baggage.

As part of a partnership with American Airlines, American Airline loyalty program AAdvantage may be redeemed for tickets on Etihad.

Etihad guest loyalty members are rewarded with Etihad miles when they book accommodations through booking.com as a result of a deal inked between booking.com and Etihad airways in 2019.

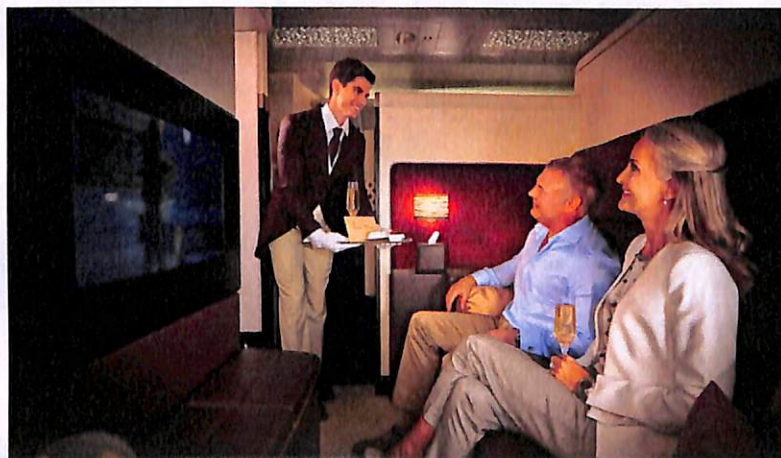


FIGURE 9: PASSENGERS BEING SERVED IN ETIHAD AIRWAYS

CHAPTER 5

INTERPRETATION OF RESULT

5.1 FINDINGS AND SUGGESTIONS

5.1.1 FINDINGS

The current research gives an idea about how effective was the customer relationship practices adopted by Vistara airlines and Etihad airways. The study has discovered how consumer driven the CRM procedures are and how effectively the CRM activities have been actualized by these associations. The perceptions and findings of this research was taken by the survey of consumers used the respective airlines. The following are the finds made during the research process.

5.1.1.1 Vistara Airlines

- A dominant part of the consumers has likewise communicated that the staff of the association is very cooperative, they give them a feeling of having a place with the association.
- A large part of the customers has opined that there were never any delays in the administration rendered by Vistara.
- Vistara has executed e-CRM and the consumers think that it's beneficial to them as it has improved their relationship with the association and has improved staff conduct.
- Customers are satisfied with services offered, they agree that Vistara is giving services according to the value of the money they are paying.
- Vistara takes special attention in inviting suggestions from the customers, they take special move to welcome their customers.

- A small number of people say that Vistara is not good at providing inflight customer entertainment.
- The customers suggest that they should improve the variety and taste of the food provided onboard.

5.1.1.2 ETIHAD AIRWAYS

- Customers said that they give personal assistance and care while travelling.
- A large group of travelled customers opined that emirates takes good care for unaccompanied young minors.
- Customers are satisfied with the various services like special meal, fast baggage tracking, stopover services, hotel booking facilities etc.
- Etihad customers opined that they provide the best itinerary compared with the competitors according to the value of money.
- Some of the customers travelled in this airline opined that there are not enough toilet facilities in the airline according to number of seats.
- Some of the customers travelled with Etihad had experienced not so good experiences onboard and ground. They opined that some of the ground staff were rude and they don't follow proper baggage handling for missing baggage.

CHAPTER 6

CONCLUSIONS AND SCOPE FOR FUTURE WORK

6.1 CONCLUSION

Full-service airlines must adopt an integrated CRM strategy if they are to pursue competitive differentiation and profitability effectively in the future. Low-cost carriers also need to invest in fundamental CRM capabilities to optimize the efficiency of customer-facing operations. Airline executives who develop their CRM program in a deliberate, holistic way will substantially increase the likelihood that their efforts will succeed. By creating a truly customer-centric organization, based on a firm understanding of customer value and needs, and empowering employees with the tools and knowledge to respond to the customer, airlines establish a virtuous cycle that can lead to renewed economic success.

This study shows cases of the growth of customer relationship management and its importance in the airline industry. By executing correct CRM procedures in the organizations will increase the brand name as well as the profit. Effective implementation of CRM will also lead to acquiring long term customer relation as well as customer satisfaction. The research also gives a detailed view on the growth of Customer relationship management in the aviation industry. It gives a put line on e-CRM techniques and its benefits. And also, the research deals with how the aviation industry is able to adopt new CRM and how effectively they understood about the importance and need of the CRM in their organization.

Both the airlines are using CRM strategies in different markets like domestic airline market and international airline market. The strategies they follow are almost same and it helps them to acquire new customers along with retaining the old customers. They also use modern CRM like e CRM techniques for customer satisfaction. e CRM is less time taking compared to traditional CRM system. This types services providing company attracts more customers due to the ease of getting things done.

6.2 SCOPE FOR FUTURE WORK

Multiple groups within the company may be responsible for CRM strategy definition, each approaching the issue with different goals in mind. Additionally, the teams setting the strategy may not be effectively communicating with those executing the strategy, leading to customer service disconnects and operational mismanagement. To optimize the chance of success, one department should clearly lead the CRM effort, with input and feedback from other groups. Implementation must be effectively coordinated across departments to ensure effective roll-out and integration. The airline should constantly collect employee feedback on service issues. Technological tools should be provided to employees to give them better knowledge about the customer, enabling them to tailor their interactions with each customer regardless of channel or point in the travel experience. Finally, employees should be evaluated on their ability to deliver a high level of service, with additional incentives used to encourage employees to exceed customer expectations. Providing customers, the freedom of self-service in the airports is one of the effective ways to start CRM. Try to reduce que in the check-in as well as boarding points for better providing better customer service. Development of E-CRM techniques will give a positive effect to the organization as well as the customers. Online check-ins, fast baggage tracking facility, frequent flyer programs, seat up grade etc. should be made as a common activity in the airlines for maintaining and retaining customers. CRM can be seen common and efficient in the airline industry. CRM will become the survival element of the airline industry in the next near future.

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Questionnaire 1 Tick the most appropriate option

Customer survey questionnaire (Vistara Airlines)

1. How satisfied are you with Vistara Airlines?
Excellent
Good
Poor

2. How regularly you travel with Vistara Airlines?
Once in 3 months
Once in 6months
Twice in a year

3. How is the behavior of Vistara staffs?
Excellent
Satisfactory
Poor

4. Do you think Vistara is having a fair price system?
Yes
No

5. Did Vistara airlines on-time performance attract your next journey with them?
Yes
No

6. Did you think your journey become easier due to Vistara's Connectivity?
Yes
No

7. What did you think about the airline's treatment towards special passengers and elderly passengers?

Excellent

Satisfactory

Poor

8. Will you suggest Vistara airlines to your family and friends?

Yes

No

Airline management interview questions (Vistara airlines)

1. Who are the major competitors of Vistara airlines?

2. What are the major issues faced by Vistara airlines?

3. What is the weakness of Vistara airlines?

4. What is the strength of Vistara airlines?

5. What are opportunities Vistara airlines having to overcome their threats?

6. What is main strategy Vistara airlines use for attracting customers?

7. What are the opportunities Vistara airlines having to overcome their threats?

8. What makes Vistara airline different from other airlines in the market?

Questionnaire 2

Tick the most appropriate option

Customer survey questionnaire (Etihad Airways)

1. How satisfied are you with Etihad Airways?
Excellent
Good
Poor

2. How regularly you travel with Etihad Airways?
Once in 3 months
Once in 6months
Twice in a year

3. How is the behavior of Etihad staffs?
Excellent
Satisfactory
Poor

4. Do you think Etihad is having a fair price system?
Yes
No

5. Did Etihad airlines on-time performance attract your next journey with them?
Yes
No

6. Did you think your journey become easier due to Etihad's Connectivity?
Yes
No

7. What did you think about the airline's treatment towards special passengers and elderly passengers?

Excellent

Satisfactory

Poor

8. Will you suggest Etihad Airways to your family and friends?

Yes

No

Airline management interview questions (Etihad Airways)

1. Who are the major competitors of Etihad airways?
2. What are the major issues faced by Etihad airways?
3. What is the weakness of Etihad airways?
4. What is the strength of Etihad airways?
5. What are opportunities Etihad airways having to overcome their threats?
6. What is main strategy Etihad airways use for attracting customers?
7. What are the opportunities Etihad airways having to overcome their threats?
8. What makes Etihad airways different from other airlines in the market?