A STUDY ON CRM (CUSTOMER RELATIONSHIP MANAGEMENT) WITH SPECIFIC REFERENCE TO TAJ AND OBEROI GROUP OF HOTELS

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Abstract

CRM entails all aspects of interaction a company has with its customer, whether it is sales or service related. It even uses technology to streamline processes that impact customer loyalty, service delivery and quality management. Today, businesses are facing an aggressive competition and they have to make Efforts to survive in a competitive and uncertain market place. People have realized that managing Customer relationships is a very important factor for their success. Customer relationship management (CRM) is a strategy that can help them to build long-lasting relationships with their customers and increase their profits through the right management system and the application of customer-focused Strategies. To enhance profitability and guest satisfaction and loyalty, the organizations (hotels) should focus on implementing Customer Relationship Management (CRM) strategies that aim to seek, gather and store the right information, validate and share it throughout the organization. Hotel industry is a highly flourishing, lucrative and competitive market. To compete in such a market, the hotels should focus on maintaining good relations with the customers and satisfying the customers. Increasingly, the organizations are using Customer Relationship Management (CRM) to help boost sales and revenues by focusing on customer retention and customer loyalty. The present research was undertaken to study the Customer Relationship Management (CRM) practices in hotel industry. The adoption of CRM in the hospitality industry has been impeded by a number of factors. These include the persistently fragmented nature of the industry, the disparate, proprietary and relatively immature nature of IT systems, and the additional complexity associated with managing a perishable product that is sold through a variety of distribution channels. However, more rapid progress is being made due in part to the continued consolidation between hospitality companies and hospitality IT vendors. It was found that most of the employees had a positive attitude towards CRM practices and the most common activities undertaken were studying the existing database of the customers and personal counseling. The benefits of CRM are increased customer satisfaction and increased customer retention.

Keywords: *CRM, Hospitality industry, customer retention, distribution channels, customer loyalty*

INTRODUCTION

Customer relationship management (CRM) has a growing popularity and is becoming one of the hottest academic and practical topics in the business field. In fact, due to the competitive environment, CRM is crucial and has become a niche for firm performance. Most companies are aiming for good customer relationship which means better service to the customer thereby preventing the customer from being promiscuous. A lot of companies are not just attracting customers, but are working at building long term relationships with customers (both local and foreign customers), suppliers, employees, distributors and the general public. There is limited

research that reveals the relationship between CRM dimensions and hotel performance. To win customers and encourage them to stay loyal or repurchase the service, most companies have resorted to meeting and satisfying customer needs by not being only reactive but proactive. They are also interested in finding new ways and means to satisfy the customer. Therefore, in today's highly competitive environment, businesses need better understanding of their customers. It is very important to retain the customer for the future as it is known that it takes double the cost to acquire new customer than the old one. So here, the information is collected about the views of the hotel managers/owners upon the activities that result in customer retention.

CRM AND HOTEL INDUSTRY

Despite the fact that CRM brings lasting benefits to organizations, as a whole, some of them gain profits from implementing it more than others; CRM brings benefits to the organizations that generate a lot of information about customers (Bose, 2000; Kotler, 2002; Mguyen et al., 2007). In addition to this, Gronroos (2004) that service organizations for their intrinsic characteristics of the production and consumption are inseparable elements necessary to build relationships with customers. Accordingly, CRM will be ideally suited to the hotel industry, especially when implementing it successfully and effectively, taking into our account that hotels receive a lot of data about customers. Such data can be transformed into useful knowledge about them (Kotler, 2002; Lin and Su, 2003; Mguyen et al., 2007; Nasution and Mavondo, 2008; Dev and Olsen, 2000). Suffice it to say that hotel industry, like any business sector has to be highly competitive to be able to do well in the business environment, therefore, it is of vital importance for it to encourage behavioral patterns of continuous re-purchase and to retain customers last longer. Thus, it is evident that such ambitious aims can only be achieved through implementing CRM , which will result in establishing fruitful relationship between organizations and their customers (Papastathopoulou et al., 2007; Verdugo et al., 2009). Moreover, it goes without saying that growing customer- acquisition costs, rising customer expectations, price-sensitive travelers, more sophisticated clients, uncertain market and less brand loyalty are all key factors, which strongly urge hotels to focus on CRM as a useful strategy. Needless to say, CRM is widely considered as one of the most effective ways to facilitate developing and expanding the customers' base that , in turn , will assist in enhancing profitability and guest loyalty (Mylonakis, 2009; Sigala, 2005; Sigala and Connolly, 2004; Wu and Li, 2011).

HOTEL INDUSTRY IN INDIA

ADVANTAGE INDIA

Robust Demand — International tourist arrivals in India are expected to reach 30.5 million by 2028. By 2020, medical tourism industry of India is expected to touch US$ 9 billion.

Attractive Opportunities — India has a diverse portfolio of niche tourism products – cruises, adventure, medical, wellness, sports, MICE, eco-tourism, film, rural & religious tourism

Policy Support — Under the Swadesh Darshan scheme, 13 thematic circuits in the country have been selected for development of tourism infrastructure.

Diverse Attractions — India offers geographical diversity, attractive beaches, 30 World Heritage Sites and 25 bio-geographic zones

Note: MICE – Meetings, Incentives, Conferences, and Exhibitions

The Indian Rupee was relatively stable against the US Dollar and from 72/$ as at the beginning of the year, the exchange rate hovered around 75/$ levels on the average and closed at 62/$ at the yearend

KEY GROWTH DRIVERS AND EMERGING TRENDS
- Increasing share of delivery and take away formats, with a focus on convenience
- Larger focus on value meals.
- Tech savvy consumers- increasing importance of online/ social media, food websites and mobile applications.
- Indian brands going international.
- Increasing interest from private equity and venture capital investors in the industry

Factors Responsible for Growth of Hospitality Sector
- Hospitality sector attracted second highest FDI i.e. US $3.2 billion in the year 2019
- Diversity of the country attracts an ever increasing number of tourists every year
- India is a labour intensive country
- India has been ranked as the fourth most preferred travel destination by Lonely Planet selecting the country among the top five destinations from 167 countries.

Market Size:
- The Indian hospitality industry has materialized as one of the key drivers of growth among the services sectors in India. It contributes to 6.23 percent to the National GDP and 8.78 percent of the total employment in the country. Constant transformation, functional growth and improving standards have gained the hospitality industry of India approval all over the world.

Investments
- The Indian services sector has attracted the highest amount of FDI equity inflows in the period April 2000-September 2019 amounting to about US$ 45.38 billion which is about 17 per cent of the total foreign inflows, according to the Department of Industrial Policy and Promotion (DIPP).

Government Initiative
The Government of India and the Ministry of Tourism have contributed significantly to the growth and development of the industry by providing various policy measures, tax incentives and infrastructural support such as-
- Promotion of rural tourism by Ministry of Tourism in collaboration with the United Nations Development Program.
- Availability of Medical Visa for tourists coming into the country for medical treatment.
- 100 percent FDI allowed through automatic route in hotel and tourism sector.
- Insurance of visa on arrival for tourists from select countries like Finland, Japan and New Zealand.
- The Central Government is considering a two-rate structure for the goods and service tax(GST), under which key services will be taxed at a lower rate compared to standard rate, which will help to minimize the impact on consumers due to increase in service

REVIEW OF LITERATURE

Customer Relationship Management (CRM) has become one of the most dynamic technology topics of the millennium. According to **Chen and Popovich (2003)**, CRM is not a concept that is really new but rather due to current development and advances in information and enterprise software technology, it has assumed practical importance. The root of CRM is relationship marketing, which has the objective of improving the long-term profitability of customers by moving away from product-centric marketing.

Bose (2002) noted that CRM was invented because the customers differ in their preferences and purchasing habits. If all customers were alike, there will be little need for CRM. As a result, understanding customer drivers and customer profitability, firms can better tailor their offerings to maximize the overall value of their customer portfolio **(Chen and Popovich).** The attention CRM is currently receiving across businesses is due to the fact that the marketing environment of today is highly saturated and more competitive **(Chou et al, 2002).** According to *Greenberg* (2004), CRM generally is an enterprise-focused endeavor encompassing all departments in a business. He further explains that, in addition to customer service, CRM would also include, manufacturing, product testing, assembling as well as purchasing, and billing, and human resource, marketing, sales and engineering. **Chen and Popovich (2003)** argued that CRM is a complicated application which mines customer data, which has been retrieved from all the touch points of the customer, which then creates and enable the organization to have complete view of the customers.

Goldenberg (2000) believes that CRM is not merely technology applications for marketing, sales and services but rather when it is successfully implemented ; it enables firms to have cross-functional , customer-driven , technology-integrated business process management strategy that maximses relationships. *Chin et al* (2003) stated that that due to many technological solutions available for CRM automation, it is often misconstrued as a piece of technology. But they maintained that in recent times many companies have realized the strategic importance of CRM, and as a result, it is becoming a business value-effort rather than technology- centric effort.

BENEFITS OF CRM

According to **Chen and Popovich (2003)**, CRM applications have the ability to deliver repositories of customer data at a much smaller cost than old network technologies. Throughout an organization, CRM systems can accumulate, store, maintain, and distribute customer knowledge. *Peppard* (2000) noted that effective management of information has a very important role to play in CRM because it can be used to for product tailoring, service innovation; consolidate views of customers, and for calculating customer lifetime value.

CRM systems assists companies evaluate customer loyalty and profitability based on repeat purchases, the amount spent, and longevity. **Bull (2003)** added CRM makes it practicable for companies to find unprofitable customers that other companies have abandoned. This position is supported by **Galbreth and Rogers (1999)** that CRM helps a business organization to fully understand which customers are worthwhile to acquire , which to keep, which have untapped potential, which are strategic, which are important , profitable and which should be abandoned. *Greenberg* emphasized that CRM can increase the true economic worth of business by improving the total lifetime value of the customer , adding that successful CRM strategies encourage customers to buy more products, stay loyal for longer periods and communicate effectively with a company. CRM can also ensure customer satisfaction through allocation, scheduling and

dispatching the right people, with the right parts, at the right time **(*Chou et al.,* 2002).**

According to **Light (2003)**, Customer Relationship Management is a process of managing customer relations in an organized way. They aim at managing each "Moment Of Truth" that is experienced by the customer. There are various contact points where the hotel comes in direct contact with the customer which are known as 'Touch points' in the CRM language. The objective of CRM is to recognize and treat each and every customer as an individual. Customer relationship management enables organizations to provide excellent realtime customer service through the effective use of individual account information **(Kotler and Keller, 2006).**
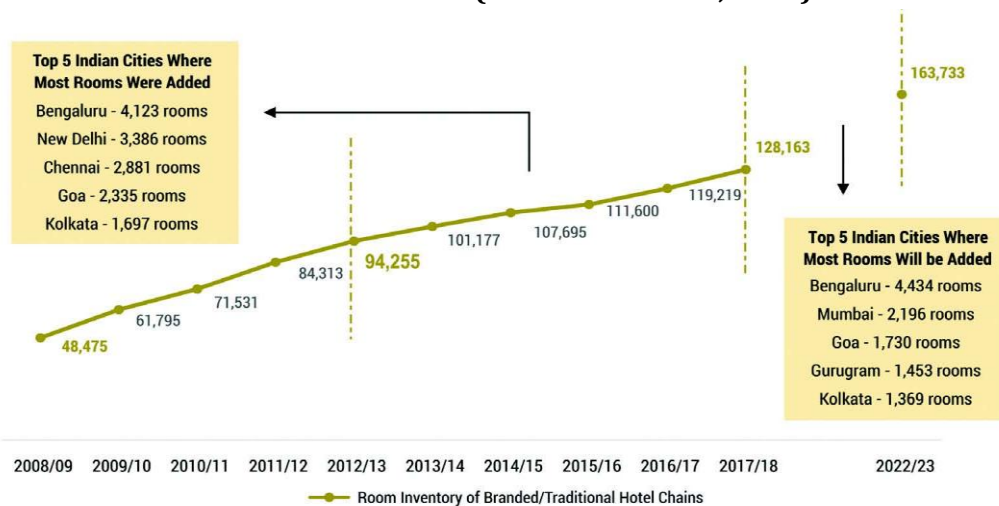
Image showing room inventory of branded/traditional hotel chains

PROBLEM STATEMENT

Customer requirements for quality products and service in the tourism industry have become increasingly evident to professionals (Lam and Zhang, 1999; Yen and Su, 2004). Guest relationships are a strategic asset of the organization (Gruen et al., 2000) and customer satisfaction is the starting point to define business objectives. In this context, positive relationships can create customers higher commitment and increase their return rate. Long-term and reciprocally advantageous relationships between customers and the hotel is becoming progressively important because of the highly positive correlation between guests' overall satisfaction levels and the probability of their return to the same hotel (Choi and Chu, 2001). Organizations' have discovered research studies have shown that retaining current customers is much less expensive than attracting new ones. Companies have come to realize that in order to develop successful long term relationship with customers; they should focus on the economically valuable customer, while keeping away and eliminating the economical invaluable ones. Proper CRM practices can potentially impact customer satisfaction rating and can potentially lead to increased customer retention, thereby increasing customer loyalty.

MAJOR OBJECTIVES OF THE PRESENT STUDY
1. To study the hotel industry in India.
2. To study in the detail about Taj group of hotels and Oberoi group of hotel.
3. To study the importance and general CRM practiced in hospitality industry.

4. To make comparative analysis of Taj group of hotels and Oberoi hotels with related CRM.
5. To design CRM polices after covid 19.
6. To find whether customers are satisfied due to CRM in Hotel Taj and also to identify customer retention in Hotel Taj due to CRM

RESEARCH METHODOLOGY ADOPTED FOR THE PURPOSE OF STUDY

Descriptive statistics were used to summarize respondent's characteristics, including demographic information, such as age, gender; also questions about the participating company's profile, such as the numbers of Customer were included. Furthermore, inferential statistics were used to test hypotheses to determine the relationship between variables. In this research, two types of data have been used; primary and secondary data. Primary data have been collected through the answers received from side the customers of Hotel Taj. Secondary data that have been used in this research are from annual reports and accounts of Hotel of India, Books, Journals, Periodicals and computer database. All customers' department officials in state hotel of India have been deemed as research population.

TAJ GROUP OF HOTELS

Taj group of hotels is the largest chain in India- with several Hotels abroad also. The parent Hotel- The Taj Bengal Hotel, Bombay is rated among the 10 best hotels in the world. The founder of the house of Tata"s, Mr.Mansheti Nuser wanji Tata, in 1894 formed the Indian Hotels company and built the exquisitely beautiful Taj Mahal Hotel in Bombay. Taj has been operating in the USA, the UK, the Maldives, Oman and Sri Lanka and the Taj Empire continues to expand further. Today Taj has 50 Hotels of which 48 are operational, 38 destinations and is the largest Hotel chain in the country. Only one hotel group knows India and South Asia so well, and does so with such consummate style. From its earliest days, taking residence with The Taj Group has been a grand occasion. When The Taj Mahal Hotel, Mumbai, opened in 1903, the event was described by The Times, London, as "a resplendent debut".

Taj Bengal is Luxury Hotel under Taj Group of Hotels. It is ideally located, 10 minutes from the Airport, 10 minutes from down town situated amidst 6 acres of landscaped greenery; Taj Bengal hotel offers convenience and gentle ambience. The hotel combines attractive functionality with style in a peaceful symbiosis. In Taj tradition, one finds congenial atmosphere of true business hotel coupled with local handicrafts and a special emphasis on cuisine. Taj Bengal has 421 rooms and suites. Each Deluxe Business floor room is a modern business centre. Sto too is their exclusive club floor rooms. Within quiet reason, everything that one wishes is available round the clock Taj Bengal hotel including the finest cuisine in town. On request in-room fax, E-mail facility, Laptop computer, background information on major Indian industries, plus on line accessibility to world business information is available. There are six restaurants and a bar in the hotel to offer its guests. To name the few are Orient Express, Isfahan, and The Tea House of the August Moon, Handi and My Kind of Place (Discotheque). There are six Luxury Hotels which offer a whole of elegant living and up to the minute business amenities, as a part of Rs. 300 crore up gradation program. All Luxury Hotels now have renovated rooms, a state of the art Business Centre and a modern Fitness Centre. The Taj group also has eight Business Hotels spread over different corners of the country. There are 20 Taj Leisure Hotels out of which 16 are in India and 4 are abroad. Today, The Taj Group is India's largest and finest hotel chain offering 48 hotels in 34 locations across the subcontinent. This growth has been as diversified as it has been impressive. In addition to

superlative luxury hotels, The Taj Group includes business hotels, beach resorts, palace, garden retreats and other comfortable accommodation. Internationally, The Taj Group has a few properties in key cities like London, New York, Washington DC, Chicago and locations in the Middle East and in Africa. The uniqueness of the Taj Group lies in the sum of its parts in providing a living heritage of India, together with superb comforts and modern facilities. All of these combine to make The Taj Experience a must. Hotel is a place which offers boarding and lodging for a certain charge. The concept has changed over the years from "Home away from home" to "Office away from home". Broadly speaking, the product which a hotel offers falls into two categories:-

1. **Accommodation:** This generally includes rooms, food and beverage
2. **Service orientation:** This is an intangible product and generally needs prompt executive and good service orientations
3. **Food and beverage:** Which unlike is also a perishable commodity like room and is served from different F&B outlets like restaurants, coffee shops, banquets, room services, speciality restaurants, bars etc

VALUE CHAIN OF CUSTOMER INTERACTION IN HOTEL INDUSTRY AND POSSIBLE BENEFITS OF e-crm

	Customer Research	Pre-sale Interaction	Sale Transaction	Routine Post-sale Interaction	Non-routine Post-sale interaction
Activities	Consumer Buying behavior Payment patterns Consumer Profiles	Comparison of Hotel products Customization of products Clarification of FACs and specific queries	Order placing Payment Order processing Payment Processing	Routine information sharing (new products/services, advisory services etc.) Investment specific information sharing Short-term payments/ redemptions	On time/ End time settlement Claims processing in times
	Accuracy Comprehensiveness'	Decision Making Customization Scrutiny	Speed Accuracy Delivery	Speed Transparency	Accuracy Fairness Speed Transparency

Comparative analysis of Taj hotel and Oberoi group of hotels

SWOT ANALYSIS OF TAJ HOTELS
STRENGTHS
➢ It consists of 57 properties in 40 locations across India and 18international hotels.
➢ Its stylish variety of hotels like; Taj exotica, Taj safari, the gateway hotels, Ginger hotels, Jivas spa etc.
➢ Its effective and efficient management techniques and staff.
➢ Its brand name.

➢ The presence of Taj Hotels, Resorts and Palaces in various countries like United Kingdom, France, Germany, Italy, Dubai, Singapore, Australia, Japan, Russia and the United States of America.

➢ The various initiatives taken like; rollout of Customer Feedback System, Tata Business Excellence Model, IT initiatives, Ginger hotels etc.

WEAKNESS

➢ Taj hotels being such a big brand, has a lot of advantages but every big company faces some odds and so does Taj. Some of its weakness;

➢ It's hard to maintain such a huge chain of subsidiaries and there are more chances of mishaps in management.

➢ Its huge competitors like Oberoi, Leela, Oriental, ITC etc are also providing same facilities and thus it becomes a weakness for Taj HOTEL

➢ They need a lot of investment.

➢ As Taj hotels is a popular group, it is always in the eyes of terrorists, as Taj has already faced such an incident.

OPPORTUNITIES

The Group is poised strategically to take advantage of the following situation:

➢ In the backdrop of a healthy economy having its positive fallouts on the Tourism Sector leading to rapid growth in markets in India, South Asia and key gateway cities in source-market destinations.

➢ Rapid expansion in both International and Domestic destinations, with top-of-the-line Luxury, Leisure and Business properties Meeting growing demand in the budget and mid-market segments.

➢ Extending the product portfolio into related offerings viz. luxury residences, wildlife lodges and health spas.

THREATS

The threats identified by the Group are related mainly to the markets in which the Group operates and general factors related to the tourism industry. Significant among these are:

➢ Cheaper international airfares, increasing affordability of travel to International Destinations, especially south East Asia, Europe and Australia.

➢ Growing presence of international hospitality chains competing in the Luxury and Business segments, to meet excess demand situation.

➢ Slowdown of international demand resulting in reduction of revenues.

SWOT ANALYSIS OF OBEROI GROUP OF HOTELS
Strengths
➢ Strong presence in Mumbai
➢ Established brand and reputation
➢ Strong base of client in commercial
➢ Effective communication
➢ High R&D
➢ Innovation
➢ Online growth

➤ Loyal customers

Weaknesses
➤ Diseconomies to scale
➤ Over leveraged financial position
➤ Low market share
➤ Not innovative
➤ Not diversified
➤ Poor supply chain
➤ Weak management team

Opportunities
➤ Innovation
➤ Online
➤ Product and services expansion
➤ Continuous focus on large development in Mumbai for more growth in other metro cities in India

Threats
➤ Cheaper technology
➤ Economic slowdown and also External changes (government, politics, taxes, etc

India Hotel Performance – Key Markets
February 2020, All Classes
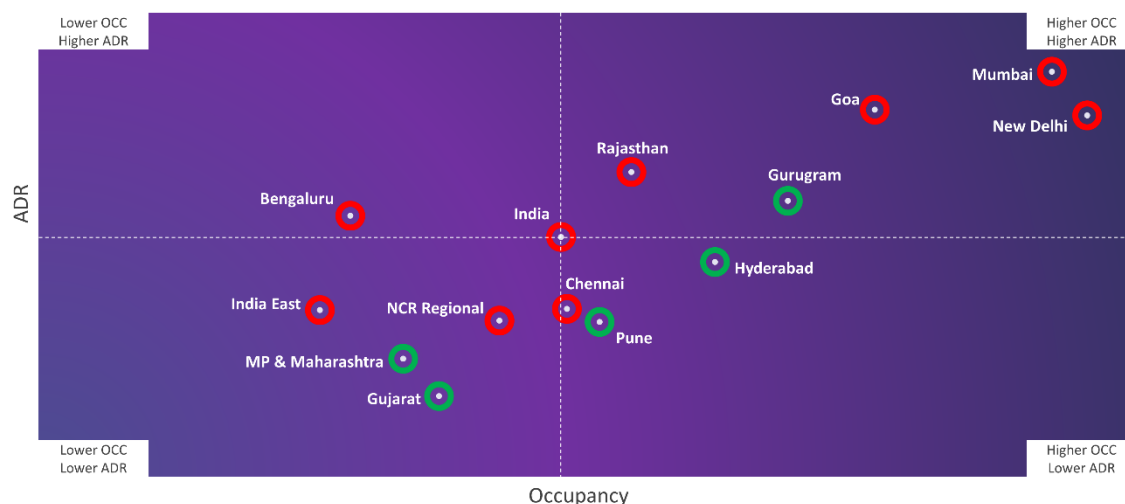
Above image showing Indian hotel performances and Key markets
✓ In the first week of March (1-7), India reported a 12% year-over-year decline in hotel occupancy, and none of the country's key markets reported a decline worse than 25%.
✓ However, as the below image shows, the following week (8-14) showed a 43% drop at a national level, and the decrease was much worse for several markets.

Hotel Oberoi Commitment towards cleanliness and hygiene:

➢ Our hotels have always placed the highest emphasis on the safety and wellbeing of our guests with exacting standards of cleanliness and hygiene. With the risks associated with COVID 19, and in keeping with World Health Organization guidelines, we have implemented a number of additional measures for the safety of our guests and our people - some of these steps are:

➢ All touch points in public areas like door handles, elevator buttons, counter tops, table tops, railings, etc. are cleaned continuously using a sanitizer/disinfectant. These practices are also in place in guest rooms during the morning housekeeping service and at turndown in the evening.

➢ Electrostatic sprayers with professionally identified chemicals are being used to disinfect the hotel entrances, employee entrances, as well as various public areas.

➢ Protocols are in place for staff in the kitchens, restaurants, in-room dining, business centers and banquet halls to sanities their hands every time they serve food or touch food related items.

➢ Updated and detailed cleaning checklists, including the use of professionally identified chemicals and agents for all areas, including laundry, are being followed and monitored closely.

➢ All supplies and materials are sanitized before being admitted into the hotel premises.

➢ Correctly formulated hand sanitizers are in place in all guest rooms and at all public spaces and include the entrances, lobbies, corridors, business centers, cloak rooms, etc.

➢ Our cars are disinfected after each use, as is luggage, before entering the hotel.

➢ Masks and disposable gloves are being worn by all team members at all times and changed frequently. Housekeeping staff use fresh gloves for every room they service.

➢ Restaurants and seating in the lobby have been reconfigured to ensure safe distances are maintained between guests.

➢ Temperature readings of non-resident guests are taken at the entrance of the hotel. Temperature readings of resident guests and team members are also taken twice a day.

➢ A guest check-in self-declaration form is in place which covers COVID-19 symptoms. Any guest who indicates these symptoms is required to undergo a medical examination prior to check-in.

➢ If any of the parameters for our guests or colleagues are not normal, a medical examination and medical assistance are provided immediately.

➢ Professional agencies and doctors are on standby for sanitization of all areas should there is anyone detected with a positive sign of COVID-19.

> Detailed Standard Operating Procedures are in place in case of a positive COVID-19 diagnosis where a guest or a colleague needs to be quarantined.

TATA's good gesture towards frontline corona warriors:

As India steps up its monitoring of corona virus cases across the country, doctors working on the frontlines are trying their best to provide best possible health care to patients. As a gesture of gratitude to healthcare professionals, **Tata Group has opened doors of its luxury hotels to them amid the pandemic. Now, photos of their kind gesture are going viral on social media.**

- Five Taj Hotels under the Indian Hotels Company Limited (IHCL) in Maharashtra have offered rooms to accommodate doctors and nurses who are treating patients infected with the novel corona virus. Two other properties -- one in Goa and in Uttar Pradesh -- too have done the same.
- Five Taj Hotels under the Indian Hotels Company Limited (IHCL) in Maharashtra have offered rooms to accommodate doctors and nurses who are treating patients infected with the novel coronavirus. Two other properties -- one in Goa and in Uttar Pradesh -- too have done the same.
- Along with pictures of the BMC medical professionals staying at the hotel rooms, a picture of a welcome message by one of the Tata Group's hotels.

AND THE WELCOME MESSAGE WAS

Dear Doctors and medical practitioners,
Team of president, Mumbai salutes the 'True Super Heroes' of the Nation.
We seize the opportunity thank you all for your hard work and selfless service to mankind.
Wishing you, healthy, safety, and good cheer.

After coming out of this news Twitter got fire and lot of good wishes and blessing came from the people and following are the some the glimpses of it can be seen below as follows:

> The Tata Group is providing accommodation at the Taj Hotel, Colaba and Taj Lands' End, Bandra for Doctors and Nurses working in BMC Hospitals amidst Corona Virus Crisis.

Thank you so much Hon. Ratan Tata (@RNTata2000) Ji Tata Group (@Tata Companies) for your generous contributions. pic.twitter.com/2Os08k5k1Y
— SupriyaSule (@supriya_sule) April 3, 2020
They truly deserve this Royal Treatment.. Hats off to the Doctors, Nurses, Medical staff..
— Sudeep (@sudeep247) April 3, 2020
Heroes deserves to be treated aptly…⬜ indeed a fantastic gesture by Taj group…the country is proud to have such corporate who leads from the front and inspires.
— amithpillai (@15amithrp) April 3, 2020
My teachers taught me that business people least bother about society but @Tata Companies proved that wrong in many cases
Huge respect
— Manikanta (@Manikanta_72) April 3, 2020

MAJOR FINDINGS OF THE RESEARCH STUDY

✓ Slowdown of international demand resulting in reduction of revenues, due to covid-19 all the tourism sector is shutdown, and it takes time to open slowly, and most of the IT sectors and Business Executives stopped to travel and they are doing their work from home. Most of the customers for the luxury hotels like Taj are the Business people and people from outside country who came to India for travelling.

✓ Most of the employees at Hotel Taj are not satisfied with the employee's retention process.

✓ When we see the price factor of hotel Taj, it is costly for the middle class and upper middle class family, and after covid-19 the situation will be very worst for the hotel industry especially for the Hotel Taj.

✓ Hotel Taj pressed the Restart Button – Tata's Hotel Taj is thinking to start the new way of connecting peoples and starting their business, by reopening of their old hotels which were shut down from last few years due to the management problems.

✓ Like other hotels Oberoi hotel too facing many problems. Having 33 five star hotels around the globe, hotel Oberoi is facing to restart its bookings due to Covid-19.

✓ In this Situation of covid-19 most of the people don't prefer to stay in the hotels and have food because the people are scared, they don't trust the hotel service now.

✓ The pricing strategy should be changed now, the price of the hotel Oberoi is very high and price should be reduced. because firstly for coming few months customers will avoid travelling, and booking the hotels, so hotels should reduce the price and start targeting middle and upper middle family.

SUGGESTIONS OF THE PRESENT RESEARCH STUDY

• Hotel Taj can start the hotel only for serving food or by giving the parcel services with lesser price with tagging with online food delivery services like swiggy, Zomato etc, till the covid-19 situation improves in the country.

• Hotel Taj has retention problems from starting, employees there are not feeling secured with their jobs, and for that hotel Taj should develop a retention process plan, by reducing the salary of the employees or not giving them the yearly bonus, rather than removing them from the job.

- The present situation in the country is not so good for the hotel industry, and specially for the luxury hotels like hotel taj, so in this time the hotel has to reduce his price to attract middle and upper middle family, because in India the most of the population is of middle class family, so the pricing strategy should be revised.
- Rather than starting the old hotels which are given to lease, put the same investment in improving the current hotels which are bringing the more revenues to the pocket, like investing the door to door food delivery vehicles, basic needs of the hotels, and maintain the hygiene of the hotel, and keeping the clean surrounding of the hotel.
- Government of India should help the Hotel Industry's because hotel industry is a huge sector where lot of employees will work and most them are of the poor people, some revival package should be given to the hotel sector too. Which helps the hotel sector to boost their confidence to overcome this pandemic?
- Hotel Oberoi to take some serious actions to overcome this crises in the foreign countries have to start door to door services with comfortable prices and maintain the hygiene while providing the service to the customer to gain the confidence as well as trust of the customer

CONCLUSION

The research was conducted as a result of discovering the satisfaction rate and retention rates of these industries. The focus of the study was to determine ineffective CRM has an impact on customer loyalty, a long or short term financial impact on the organization, whether managing customer relationship effectively builds customer trust in the organization and if the customer value benefits in making another purchase. In the process, relevant theoretical literatures were reviewed and it was discovered that CRM is an enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability. Relationship marketing is one of the areas with the most expression in the field of marketing, recognized not only by academics but also by practitioners. Its application in the business world is ever more visible. It is not only the multiple direct marketing configurations that are being increasingly utilized and which enter the field (not being restricted to physical mail) as mobile marketing; rather, it is also the individualization of products, it is the increasing use of services, it is loyalty programs, and in fact it is the multiple channels of interaction with the customer. It is not only the multiple direct marketing configurations that are being increasingly utilized and which enter the field (not being restricted to physical mail) as mobile marketing; rather, it is also the individualization of products, it is the increasing use of services, it is loyalty programs, and in fact it is the multiple channels of interaction with the customer. The present work is an open book of information for newcomers in the hotel sector.

IMPLICATIONS FOR FUTURE RESEARCH

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

study uniquely extends the body of knowledge by explaining the theoretical possibilities of the mediating role of marketing capabilities (planning and implementation) in the relationship between CRM dimensions and hotel performance. It is worth mentioning that this paper will also raise awareness among hotel managers to pay more attention to CRM dimensions, marketing capabilities, and assist them in improving hotel performance and competitiveness. However, the fact remains that this study has its limitations. There could be some factors that may influence repurchase behavior such as hotel charges which these researchers did not investigate. More over question items were limited in number to encourage high response. This might have affected the possible outcome in that some important variables might not have been measured accurately. Probably, there are some moderating factors between CRM and repurchase behavior relationships and also among the concepts explored in this research which this survey cannot explain. Another weakness of the customer satisfaction management system of Hotel Taj hotel is that it appeared as though a structured CRM (Customer Relationship Management) system has not yet been implemented.

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