



Environmental Threat Opportunity Profile of CRM and its Applicability in Hotels of Delhi and NCT

KEYWORDS

Customer, CRM, Hotels in Delhi and NCT, opportunities, ETOP

AJEET KUMAR SINGH

DR. NIDHI BHATIA

RESEARCH SCHOLAR, MEWAR UNIVERSITY

ASST. PROFESSOR, AMITY UNIVERSITY

ABSTRACT Hospitality Industry is the most important civil Industry & one of the largest employers in the world. The service-oriented nature of the Hospitality Industry especially the Intangibility and Perish ability has made it even more difficult to be easily promoted extensively to the target market. This study is based on Primary and secondary data and strategically analyzes the strategies taken by hotels in Delhi and NCT to increase their market share and brand value. The observations made are based purely on the current industry scenario. The study undergoes the ETOP study to first outline the current trend and practices in brief and then suggest some opportunistic areas and strategies for exponential Growth of Hospitality Industry. The study specifies the move to explore and properly implement the opportunities and finally to anticipate and get geared up for the unwelcomed threats of the competitors and other determinants. Marketing strategies like differentiation and diversification of hospitality sub sectors is probably going to help the industry in longer run. Integration of Hospitality with other recreational and sporting events like clubbing, trekking, rafting, adventure sports etc is strengthening the industry for elevated growth and over brimming scope further.

Introduction

Hospitality is all about offering warmth to someone who looks for help at a strange or unfriendly place. India is 2nd largest population of the world endowed with rich historic heritage, cultural diversity, natural resources and geographical advantage. India is a big attraction for foreigners due to its rich cultural heritage and history, food, friendly people, architectural monuments and Hospitality. Good rail network, roads and transportation improve connectivity and facilitate travel between destinations. The Hospitality and tourism industry includes all the arrangements of guest accommodation, fooding and even recreation. Diverse plethora of tourism products and services backed up by specific USP'S are strengths of the Indian Hospitality and Tourism sector, which make it ahead of many competitive and the emerging markets. The most significant strategic development in Indian hospitality is low cost domestic aviation facilitating easy inbound and domestic tourism market. The tourism products and services range from rural tourism to adventure and medical tourism has made India competitively ahead of its competitors. India today is gearing up for the MICE and other recently developing sectors to grab the greater pie of the market. It has lot of potential to attract foreign clientele but probably due to lack of effective marketing of the tourism products and services the ball goes to the neighbor's court. Many take Indian hospitality service not for its quality of service but India being a cheap destination for leisure tourism. With unlimited tourism and untapped business prospects, in the coming years Indian hospitality is seeing greener pastures of growth. Scarce availability of qualified and employable human resources to felicitate CRM and tap the untapped market creates a remarkable gap for the hospitality industry. Customer relationship management is about more than simply managing customers and monitoring their behavior or attitude. CRM can be used to provide personalized service and customized products which make some customers feel special and others simply appreciate good behavior. Personalization and customization via CRM not only enhances customer loyalty, but also makes company closer to customers, encourage better business and that too in a friendly manner. The task of generating a customer to offer sale of products and services is tough but the task of getting and retaining customers requires even greater skill and effort.

Literature review.

"Customer is the most important person for a business. He is not an interruption to our work but the purpose of it. He is not an outsider; he is a part of it. We are not doing him a

favour; he is doing us a favour by giving us an opportunity to serve him." (By Mahatma Gandhi).

CRM technologies focus on managing all interactions that an organization has with its customers, in order to leverage the data in a variety of business applications. Where a profitable relationship already exists, CRM can especially boost superior service at a lower cost. In addition to this it helps to serve customer's unspoken needs. Generally speaking, the five needs of customers are:-(a) Service(b) Price(c) Quality (d) Action and(e) Appreciation. (By Raghunath & Shields 2001) Apart from these, there would be needs, which even the customers have not taken care of, but which, if would have satisfied will lead to higher customer loyalty.

(Berry, 1983) CRM is an integration of contact management, sales automation, marketing automation, customer service and support, e-commerce, partner and channel management etc. It is not just a software solution, but also, a set of skills and competencies that will enable a company to better leverage and profit from each and every customer relationships.

Good CRM is all about replicating the same experience with the use of technology. (Lemon, et al,2002)

"CRM in Hospitality Industry" by Madhavi Garikaparthi, is a case that focuses on many Indian and Global players in the hospitality industry. It emphasizes the changing scenario and the cutthroat competition and various aspects of implementation of CRM in hospitality industry.

Under the Incredible India campaign, the government had introduced the Tourist Visa on Arrival Scheme. India has been ranked at the second place in global foreign direct investments in 2010 (World Investment Prospects Survey 2009-2012, UNCTAD).

India at present, stands 42nd in the world rankings in terms of foreign tourist arrivals (FTAs) in the country, according to a report titled 'Competitiveness of Tourism Sector in India with Selected Other Countries of the World' by Ministry of Tourism.

Objectives of the Study

1. To take an overview of Indian Hospitality market and improve their competitive positioning based on the current infrastructure and facilities provided to the guest.
2. To enlist the government initiatives and the opportunities available to be explored further and in Indian hospitality

industry.

- To strike out the right combination of marketing strategies to fit the Indian market specifically in hotels of Delhi and NCT.

Research methodology

This study is based on secondary data using various International journals, research articles, newspapers, internet, books, e-books, reports published by various Research Agencies, to strategically analyze the strategies taken by Indian Hospitality organizations to increase their market share and brand value. The study includes study of government initiatives and study on the recent marketing strategies adopted by various states individually for the holistic development of the Tourism and Hospitality Industry in this paper has been gathered from the reliable site as per the latest strategies and developments adopted by various states. The observations made are based purely on the current industry scenario visualizing the ETOP profile of the industry.

ETOP study as per Current scenario analysis.

Environmental Threats and Opportunities Profile (ETOP) analysis is a subjective analysis tool which doesn't show the interaction between the factors and considers environmental information and determines the relative impact of threats and opportunities for the systematic evaluation of the environmental scanning. ETOP helps organization to consolidate and strengthen its position and helps in forming appropriate strategy for an organization and also educates the organization about its current position with respect to the environment. This analysis divides the environmental into different sector and then analyzing their affect of each sector on the organization. In this analysis various environmental factors and their affect on future are depicted. (ETOP) analysis helps organization to identify Opportunities and Threats to consolidate and strengthen organization's position. Here environment includes Socio-cultural factors, Environmental Factors, Political factors, Legal Factors Surroundings, external objects, influences or circumstances under which the industry exists.

ETOP PROFILE OF THE CURRENT HOSPITALITY INDUSTRY	
ENVIRONMENTAL THREATS	OPPORTUNITIES
Fluctuations in international tourist arrivals:	new offerings can be pushed via regular innovation
Increasing Intense competition	Per capita Income ↑ Rising PCI means more affordability(Sixth Pay Commission)
Shortage of rooms and Poor support for infrastructure	Loans Availability ↓ Banks are not sceptical in giving - Interest Rates loans
Training and development in the hotel industry is a problem and attrition levels are too high	Open sky benefits
Failure to retain good professionals	Retaining quality workforce
Image of India tarnished;- The internal security scenario and social unrest also hamper the foreign tourist arrival rates.	Rising income is expected to enhance leisure tourism.
Shortage of skilled employees	Managing and understanding Information Technology, which is changing the face of the current hospitality business.
Poverty, Safety concerns and diseases	Acquire skills for shareholder's value maximization.
Political instability and Slow implementation of rules and norms	Capability of initiating and managing change through leadership and personal qualities of patience, commitment and perseverance.
Expectations of customers are rising.	Maintain high ethical standards in business and focus on social responsibility.
Manual back-end:	Softer handling of guests using better soft skills

Highly personalized, and no amount of automation can substitute for personal service providers.	speedy responsiveness is very important due to the rapid changes in the environment and scenarios that the business faces
Shortage of blue collar employees	Enhance communication skills and confidence levels in frontline to end line workforce
Demand-supply gap	It really needs to be seen as an opportunity as well for the uncategorized sector to get classified and categorized.

Findings.

- The new offerings are part of a push among hotel companies to speed up the innovation process and to foster new ideas at the local level by testing them on-site and receiving quick feedback from customers.
- "In the past, hotels would develop the new idea at headquarters using focus groups and research, and then roll it out but "Now, they need to go right to their guests" to get the immediate feedback they can use to continue, modify or rectify their plan of function.
- Easily assessable information about destinations around the world inspires people to travel.
- In a steadily established hospitality market like India, growth can be is projected and anticipated for long term
- The Ministry of Tourism has also played an important role in the development of the industry, initiating advertising campaigns such as the 'Incredible India' campaign, which promoted India's culture and tourist attractions in a fresh and memorable way. The industry has been witnessing an upswing for last few years partially due to an excellent 'Incredible India' campaign and is expected to increase up to US\$ 431.7 billion by the end of 2020.
- In addition to the various marketing and promotional activities, the Ministry of Tourism also organizes road shows in important tourist markets overseas; arranges overseas marketing meets; undertakes familiarization tours under the hospitality programme; and participates in major international travel fairs and exhibitions.

CONCLUSION.

"India is an extremely important market for tourism and tourism related products and services if the entrepreneurs target the right opportunities and invest at right time there will be no problem in doubling the profits. Though the government support and the private public partnership model of the industrial development is going to play a non beatable knock in future in increasing international tourism. While taking a calculative mode of the Indian Market in the current pretext the role of FDI, various government schemes and campaigns to promote tourism like visa on arrival, Incredible India campaign and various new and innovative ways of attracting foreign travelers are undertaken at local to global level to enhance foreign exchange earnings. Various researchers have noticed hospitality and tourism industry at the time of boom, probably around commonwealth games and the recent recession separately and had given their views and opinions in the best calculative way they could but as a matter of fact Hospitality industry is not a practical lab or incubation center to apply one or the other strategies in isolation and record the results. Utilizing marketing strategies in isolation might not suffice the need of the industry hence using two or three strategies in conjugation with each other in a proportionate and sequential manner can prove harmonious for the industry. The greatest future potential in these markets will lie in developing mid-market and economy branded products aimed at the domestic travelers. The Scenario Analysis showcases the need for enabling CRM. The impetus for CRM is shifting from an emphasis on efficiency, i.e., doing more things faster with less cost, to effectiveness, i.e. doing things better for increased revenue with a high "return on relationships (ROR)". CRM facilitates better customer relations and increase revenues tremendously and treats each and every customer as Guest and Guest as God in Hospitality.

SUGGESTIONS.

The generally accepted purpose of Customer Relationship Management (CRM) is to enable organizations to better serve its customers through the introduction of reliable processes and procedures for interacting with those customers. In today's competitive business environment, a successful CRM strategy cannot be implemented by only installing and integrating a software package designed to support CRM processes. A holistic approach to CRM is vital for an effective and efficient CRM policy. Most companies consider them customer-focused and believe that in being so they are servicing the customer. But eventually, being customer focused means to have a consistent, dependable and convenient interaction with customers in every encounter. Due to unique efforts by the government and all other stakeholders, Indian hospitality industry has gained a level of acceptance world over and still miles to go for recognition as a world leader of hospitality. Based on ETOP profile of the current hospitality industry, some opportunistic areas and strategies can be tried and tested with a PPP model along with government support for exponential Growth of Hospitality Industry along with the currently flourishing generic and the traditional ones. Like linking rural tourism their handi-crafted industries into rural tourism, adventure, rafting, camping and mountaineering activities for the enhanced appeal of the tourism.

- Hospitality philosophy as per Indian scenario analysis must be based on individuality, uniqueness and personalized service rather than standardization and uniformity.
- The hotel industry is now in a period of profound change. In anticipation of significant global growth over the long term, lodging companies are developing new properties in both established and emerging markets. This is not

only creating an enormous demand for new talent at all organization levels, but is also redefining the capabilities and leadership qualities senior leaders must possess.

- if properly backed by the government initiatives and infrastructure. Indian market which is currently driven by baby boomers in the latest economic scenario is eager to cross all the levels of prosperity and growth.
- With the increasing complexity in the hospitality arena and global travel, service providers have to target much broader and diverse population to beat the cut throat competition. Hospitality and the lodging companies have to develop more distinctive offerings and hence establish more specialized brands to address specific market segments with different service levels and price points.
- There is huge potential for hospitality and tourism sub sectors to flourish in second tier cities. Generate or find the brand Ambassadors who enjoy the experience of serving guests.
- It is important to offer personal service with emotion, a non-standardized experience for guests to deal with strong local luxury hoteliers with a large presence and long-time established awareness learn but will not copy.
- The tourism sector can also be considered as the backbone for allied sectors, like hospitality, civil aviation, and transport. Pilgrim and leisure tourism are two very important sectors.
- On the other front, India has the potential to develop the rural tourism industry. This can benefit the local community economically and socially, and enable interaction between tourists and locals for a mutually enriching experience.

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