

**CUSTOMER SATISFACTION, RELATIONSHIP SHARE AND
CUSTOMER ATTITUDE IN CONTEXT OF CUSTOMER
RELATIONSHIP MANAGEMENT: A STUDY OF INDIAN
HOTELS**

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by

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The thesis entitled "**Customer Satisfaction, Relationship Share and Customer Attitude in context of Customer Relationship Management: A study of Indian hotels**", being submitted by **Ms. Mohita Maggon** to the **Indian Institute of Technology Delhi**, for the award of the degree of "**Doctor of Philosophy**" is a record bona fide research work carried out by her. She has worked under my supervision in conformity with rules and regulations of the Indian Institute of Technology Delhi. The research reports and results presented in the thesis have not been submitted in part or full for the award of any degree or diploma in any other University or Institutes.

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Abstract

In the business world customer relationship management has emerged as the main marketing activities of the firms. Research shows that (Reichheld, 1996) it takes more than six times the cost to acquire a new customer than to retain the customer. Therefore, to maintain a relationship with the customer is highly desirable. The organization needs to increase the customer willingness to engage in relationship. The focus should be on development of relationships so that the share of the relationship of a company and the customer increases which further increases Relationship Share.

This study offers a thorough investigation of the factors that affect the customer willingness to engage in the relationship and relationship share, and, it is empirically found that customer satisfaction and customer willingness to engage in the relationship significantly affect the relationship share. Conceptual model is derived by drawing literature from different disciplines like marketing, management and information systems.

The conceptual model was tested empirically to determine (1) effect of customer satisfaction and customer willingness to engage in the relationship on relationship share. (2) How customer attitude affects customer willingness to engage in the relationship and (3) how the knowledge and belief of the CRM program impacts customer's attitude towards the hotel.

The study indicates that customer satisfaction and customer willingness to engage in the relationship are predictors of relationship share. Further, customer satisfaction is also a predictor of the customer's attitude toward the hotel. The results of the study also show that customer willingness to engage in the relationship is dependent on attitude of customer toward firm which is further dependent on knowledge about CRM program.

The study also investigates the moderating role of personal characteristics like gender and age on various causal relationships. Gender has been found a moderator between satisfaction and customer willingness to engage in the relationship. The results also support the hypothesis of moderating role of age between customer willingness to engage in the relationship and relationship share.

Thus, the findings of the present study help the practitioners to understand the reasons for the high failure rate of CRM projects from a customer's point of view. Finally, this study also lays the background for future studies aimed at enhancing the existing knowledge pool on the factors affecting the CRM implementation and customer willingness to engage in the relationship and relationship share framework for future research.

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List of abbreviations

GOI	Government of India
CRM	Customer relationship management
CWER	Customer willingness to engage in relationship
RS	Relationship share
CS	Customer satisfaction
RM	Relationship marketing
BI	Behavioral intention
OSQ	Overall service quality
ATT	Attitude
KNOW	knowledge
TRA	Theory of reasoned action
TPB	Theory of planned behavior
IT	Information technology
E-CRM	Electronic Customer relationship management
ICT	Information and Communications Technology
USA	United States of America
UK	United Kingdom
OECD	Organization for Economic Cooperation and Development
RQ	Relationship Quality
CLV	Customer Lifetime Value
CSR	Corporate Social Responsibility
CFA	Confirmatory Factor Analysis

SEM	Structural Equation Modeling
TLI	Tucker Lewis Index
CFI	Comparative Fit Index
INR	Indian Rupee
SD	Standard Deviation
ML	Maximum Likelihood
NFI	Normed Fit Index
NNFI	Non-normed Fit Index
IFI	Incremental Fit Index
GFI	Goodness of Fit Index
AVE	Average Variance Explained