Project Dissertation Report on

Marketing and Revenue Strategies to upsell Independent Hotels in India

Submitted By:
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(2K19/EMBA/524)

Under the Guidance of:
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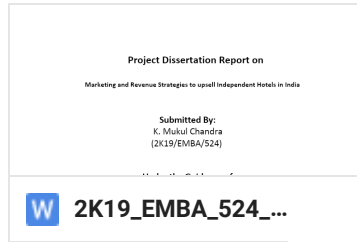to Sonal, rahul

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Regards,
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2 Attachments

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<u>CERTIFICATE</u>

This is to certify that **K. Mukul Chandra,** Roll No. : 2K19/EMBA/524 student of Masters of Business Administration (Executive 2019 – 2021) at Delhi Technological University, Delhi, has accomplished the project titled **Marketing and Revenue Strategies to upsell Independent Hotels in India** under my guidance and to the best of my knowledge have completed the project successfully, for the partial fulfillment of the course in 4th semester of the course Executive MBA.

Dr. Sonal Thukral

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<u>DECLARATION</u>

I, **K. Mukul Chandra**, student of **EMBA 2019-21,** of Delhi School of Management, Delhi Technological University , Bawana Road, Delhi – 110042, hereby declares that the Minor project report on the topic **"Marketing and Revenue Strategies to upsell Independent Hotels in India"** submitted, under the supervision of **Dr. Sonal Thukral** is the original work conducted by me.

The information and data given in the report is genuine and authentic to the best of my knowledge.

This report is not being submitted to any other University for award of any other Degree, Diploma or Fellowship.

Place: **K. Mukul Chandra**

<u>ACKNOWLEDGEMENT</u>

I express my sincere thanks to **Dr. Sonal Thukral**, Assistant Professor, Delhi School of Management, DTU, for his able guidance and proper channeling throughout the dissertation project.

Also, I pay my deep sense of gratitude to **Dr. Archana Singh** under whose leadership; I have toiled to successful completion of project.

I feel to acknowledge the colleagues and peers in the Industry, for their insightful perspective towards this project.

Lastly, I am thankful to Delhi School of Management, Delhi Technological University for entailing me a platform to embark on this project.

<u>EXECUTIVE SUMMARY</u>

It's a study directed to build up the Marketing and Revenue strategies that would find out the ways and solutions following which Small Scale or Independent Hotels can grow and upsell themselves. Here we will sort out what is missing in independent scale hotels by evaluating them on two parameters. The first is Visibility, we will evaluate all the marketing strategies to get them the visibility they need to draw more guests. The second one is Upsell, here the main focus will be to maximize the profit.

On analyzing the hotel guest's data alongside the promotions, packages and facilities given to them, it is seen that guests are price sensitive when it comes to searching a hotel but doesn't shy away shelling extra for a hotel they knew or had a pleasant stay before. It is also deciphered that unawareness of Hotel's website, it's complex or poor structure, absence of trust/ hesitation was also one of the factors that guests shy away from booking directly with the small hotels and turn to Online Travel Agents or Travel Agents who have more customer centric base and who runs multiple discounts for them.

Further it was seen that free inclusions like early check-in, late checkout, room upgrade, meal upgrade and introduction of packages giving accommodation along with airport or railway station transfer also helps in upselling. Also it is seen that providing facilities like meeting rooms, conference halls not only increase the revenue but helps in cross selling the rooms, also good in-house restaurant and tasty food plays a good role in compelling a guest to book for a property. Use of technology and good cancellation policies and different paying policies play a big role in visibility and upselling.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER-1

INTRODUCTION

1.1 Background

If we go back two decades back India was all about luxury hotels comprising 5 star hotels or unbranded hotels and there was no sign of mid-range hotels or budget hotels. Then a decade ago there comes a time when Indian travellers travelling not only foreign land but also within India increased these travellers were mid-tier businessmen, mid-executive guys, local traders and not everyone has big pockets to pay something like Rs. 10,000 or above to pay for the accommodation and that is from here that this mid-tier hotel's market started mushrooming.

Big players like Marriott, Accor, IHG introduced Fairfiled, Ibis, HotelF1 and Holiday Inn Express respectively. They were mid-segment hotel brands (varies from Rs 3K-Rs 6K) and were against Indian competition like Lemon Tree and Sarovar.

In mid-tier hotel there are different ownership models and methods. But hotels can be divided majorly into two categories independent and chain. They can then further be divided into privately owned hotels, leased hotels, managed hotels and franchises. Privately owned hotels can be owned by a company or a person and can have full freedom with management decisions; along with that every cost is there on the owner's head. In case of Leased Hotels there comes an agreement between the owner of the property and the lessee, here lessee will be responsible for all the finances of the hotel and will be paying a paid fixed rent to the owner. In Managed Hotels, an owner who has invested in a hotel property but have almost no experience in running the show, may

decides to hire a management company. For owner he has to take care of day-to-day operational obligations such as salaries of the staff, bearing maintenance cost and the management company, on the other hand will be at the helm of running the business and taking the management decisions.

OYO, Fabhotels, Treebo are some of the big players which work on franchise model which means they take control of a hotel completely, they work with hotel owners to provide its branding, customer acquisition channels, management software etc. In exchange, they take a percentage share of the revenue generated and could go upto 45%.

By the entry of big players like OYO, Fabhotels and Treebo with huge funding from behind, Independent/ Privately owned hotels will find it tough to fight and sustain. As The topic of this report is "Marketing and Revenue Strategies to upsell Independent hotels in India". The intent is to find suggest some marketing and Revenue strategies using which the hotels can sustain in the competition and following which they will get the better reach or visibility, better customer engagement and increase in revenue . Briefly, the objectives to develop the Marketing and Revenue strategies were divided as follows:

- To increase the visibility and reach of the hotel.
- To increase the profit margin by filling maximum occupancy maximum of the times.
- Analyse competitors and come up with strategies to overshadow them.
- To enhance customer engagement.

1.2 Relevance of the study

Marketing and revenue generation strategies is one of the most significant activities that is taken in a Hotel as it is by these means it will sustain the competition on one hand and can generate revenue on the other hand. Looking at the Hotel industry with the intense competition that has sprung since the entry of big players like OYO, Fabhotels, Go-MMT, Booking.com and other Online Travel Agents, the bargaining power of the buyers has increased along with low ARR (Average Room Rent). This report would help the hotels gain a certain competitive advantage with respect to its competition. To keep up with the ever changing customer requirements, it is very important to timely assess your strategies. This study would help the hotels to maintain the steady growth by executing some of the strategies in the following pages of the report.

1.3 Literature Review

In order to accelerate the Hotel Industry and to increase its earning capacity to generate more revenue, various articles were published. The first journal on this article came in the market first time in 1988. The intention and focus of the article was to boost the Hotel Industry to meet with the growing demand of the market where not only the quality of the food but and quantity and service providers' excellence was at challenge. So the goal of the Hotel Industry to attract its customers by demonstrating various activities being run by the Hotel Industry.

Revenue management as the name itself suggests is used to increase the yield or revenue generated in an organization. Revenue management and its practices revolve around the demand and supply, customer knowledge, segmentation, management of various channels, forecasting, pricing strategies, capacity management and distribution.

In the year 1970 because of the deregulation of the Airline Sector, demand for change in the working style of the airlines was mooted to generate more revenue by announcing a package deal for its customers. In the package deal while extending special services and facilities to its customers the airlines also put certain embargo to restrict its customer not to switch over to other services once they have booked a seat in the airlines. The purpose of this policy was to guard the revenue loss of the airlines. Certain new systems were brought into force to prevent revenue loss to the airlines industry.

As a result of the new policy as above, it was seen that the policy adopted has really increased the earning capacity of the airlines industry which was subsequently followed by other airlines to generate more money for their industry.

No doubt the airlines industry has always been front runner in identifying the demand of the industry to make more money for the management; they were always in the search of various ways and means to explore new revenue generating path for the industry. "Revenue management is the application of information systems and pricing strategies to allocate the right capacity to the right customer at the right price at the right time" (Kimes & Wirtz 2003).

"Managing customer behavior at the individual level via price and availability of constrained resources to maximize profits" (Anderson & Xie 2010).

"The idea is to maximize a company's effective use of its resources by moving away from mass pricing and mass marketing, to the management of the micro market. Revenue management does this through two main mechanisms: dynamic pricing and inventory control" (El Haddad, Roper, Jones, 2008).

"The process of revenue management generates incremental revenues by accepting and rejecting reservation requests based on the value of the reservation request" (Vinod, 2005).

"At its most basic level, revenue management is about a hotel's ability to segment its consumers and price and control room inventory differently across these segments – in essence practicing some form of price discrimination" (Kimes & Anderson 2011).

Since they have been exploring different ways to enhance their management to not only meet with the demand of the day but also to make provision for generating more money to make the industry more financially sound. That is the reason that even today the airline industry is capable to meet with day to day challenges and demands of the public. The industry has made its position more strong during the last two decades. Due to their policies and more lucrative schemes and packages, the industry has not only progressed but it has influenced other competitors in the market to through themselves to this trade as they feel it is more yielding. In his journal Kimes and Anderson (2011) has further elaborated as how by using revenue management result in increasing

revenue share up to five percent; as the hospitality industry is generally defined by low earning and high expensive. Thus the sum and substance of the theory as above is that a revenue manager is required to be able to sell the right product to the right customer at the right time.

No doubt a manager is not required to calculate and presume for the future revenue generation but he has to put his all resources to yield management to increase his business. The Hotel management system and the property manager system are two faces of the same coin and a good manager runs the two systems parallel and compete in the market to attract more business.

1.4 Objectives

- To design Revenue strategies for Independent Hotels, understanding the impediments and roadblocks for them.

- To devise marketing strategies and suggesting in-budget tools to hotels using which they can easily be on the track in the competitive market.

- To spread the awareness that marketing and Revenue management work hand in hand and how important it is to hotels to use Technology to sustain.

CHAPTER-2

METHODOLOGY

2.1 Project Design

In this project we will discuss about the pillars of Revenue management and also the branches of marketing. We will look at the various techniques and how and when to use them to be effective.

Through this project we will see how other big players are playing their game and what things we can emulate from them and how to do we get going using their own platform's reach. We will also devise some revenue generation strategies to get ahead of the competition and try to attain 100% occupancy maximum of the times.

The methodology is divided into 4 sections, each part to comprehend the different areas needed the attention and what are the steps to follow in order to get the maximum revenue generation.

2.1.1 Phase 1

Objective: The objective of this phase is to widen Hotel's reach and to increase it's visibility without putting any money on marketing.

Tie-ups:

It is no wisdom to use the free resources to the fullest. Since a hotel can not market itself just like the Online Travel Agency who have deep pockets and who spend around 30-40% of their revenue in marketing itself, it is wise to use their platform to get the first exposure. The first thing the hotel needs to do is to find all the agency and mediums from where it can get tie-ups. Since for these agencies the mode of revenue is the hotel itself they will make sure that a hotel gets the booking. The more the bookings comes the greater their revenue will be. It is a win-win situation for both the parties.

Basically a traveller books a hotel via three mediums only namely

A) via OTA (Online Travel Agents);

B) via Travel Agent;

C) Hotel Website;

D) Direct Walk-in Hotel

Our aim should be two use the first two for initial penetration in the market and make the guest loyal to us, so that he could make the next booking with using the third and fourth option, i.e., he books either via our website or directly come to the hotel.

Figure1– The Bill Board effect

Figure2– Rank wise- strongest OTAs in India

There was a time when for booking a hotel you needed to call a person sitting in an office, he would take the charge of your stay and your bookings. Nothing much was at the hands of the customers. With the evolution of technology and internet everywhere gone are those days. Now, for making a booking you don't need to ask anyone but to open your phone and browse. There are a lot of Online Travel Agency which gives a lot of choices a travellers to choose with according to their needs. These OTAs work on the commission model and take commission over each booking made via their platform.

Since these platform invest a large amount on marketing and have so much variety that no hotel can beat them when it comes to visibility.

Hotels can make the most of the strategy known as the "**Bill Board effect",** it is a phenomenon where the hotels see additional direct booking via their own website after listing themselves on Online Travel Agency (OTA). This happens because the potential guest first find the hotel listing on the OTA and then visit hotel's own website to book directly with them, ultimately saving the money which goes for paying the commission to the OTAs. Remember every penny saved is every penny increased in the revenue.

Travel Agents:

The share of bookings that used to come via Travel Agents have reduced a lot but they still have their connection and tie-ups with other organization which again helps you garner bookings for you. Travel Agents just like OTAs will help you with filling up your rooms and will take commission in return. Maximum times it is seen that a booking which came via Travel Agent has the profit margin for a hotel when compared to a booking coming via OTA, this happens because the Travel Agent also wants the bigger share out of each booking. The higher will be the price the more will be it's share, as they work on % share basis.

Corporate Tie-ups:

As hotels are also used for business trips and also for conferences and meetings. Many companies be it Private or Government ask for fixed hotel rates for the whole year from the hotels and come into contract. Since the business work is something which is has no season the hotels which are in cities can take advantage of it to the fullest. These bookings helps the hotels in their offseason where they will still get the same amount of

money they were making in the on-season.

They would not only sell hotel's rooms but also the meeting rooms and conference halls for meetings. Thus meeting rooms/ business centres and conference halls are a very good mode of cross selling also and a hotel with these facilities will benefit a lot.

Tie-ups with Hospitals:

With increase in Medical tourism, the demand for hotels is also increasing. The hospitals make a package for the patients coming from outside for the treatment and if your hotel is in the panel list they will sponsor your hotel for the same. This is fruitful as the patient coming for the treatment from outside will be staying for long.

Tie-ups with Event Planners:

People are now coming out of their homes to celebrate their special days, be it like birthday, kitty parties, wedding, haldi ceremony, cocktail parties, people are in constant look for good affordable place for the same. Looking at the increasing demand from people many ventures has come up in the market providing the solutions. Companies like Party karo, Weddingwire, WedmeGood, VenueLook are one of the prominent ones and which have a good share of the customers looking out for a place for events. These companies just like OTAs work on the commission mode and hotels should tie up with them to give themselves not just the revenue but also the visibility.

Staycations:

With many companies allowing Work From Home (WFM) culture fully. Travel enthusiasts are travelling across the world to stay away from home and away from office taking their office with them everywhere they go. This culture is spreading in India

very fast and there are segment which look upto the places which provides these kind of places. Since the requirement these can be easily be met like strong wifi and power backup. Every hotel especially the ones in tourist destinations can take the benefit by listing themselves with the companies promoting / catering this segment. Workcations is one such company having a very good hold in Indian markets.

2.1.2 PHASE 2

Objective: The objective of this phase is to focus on the activities that create a connect with the potential customers and to keep the brand name in the mind of the customers, which in turn would generate revenue for the company.

W-inbound strategy:

Fig 3: W-inbound Strategy

Since maximum share of bookings coming to a hotel are coming via online mode, hoteliers need to create marketing that pulls the customers towards them.

following are some steps to put the inbound marketing at the right place:

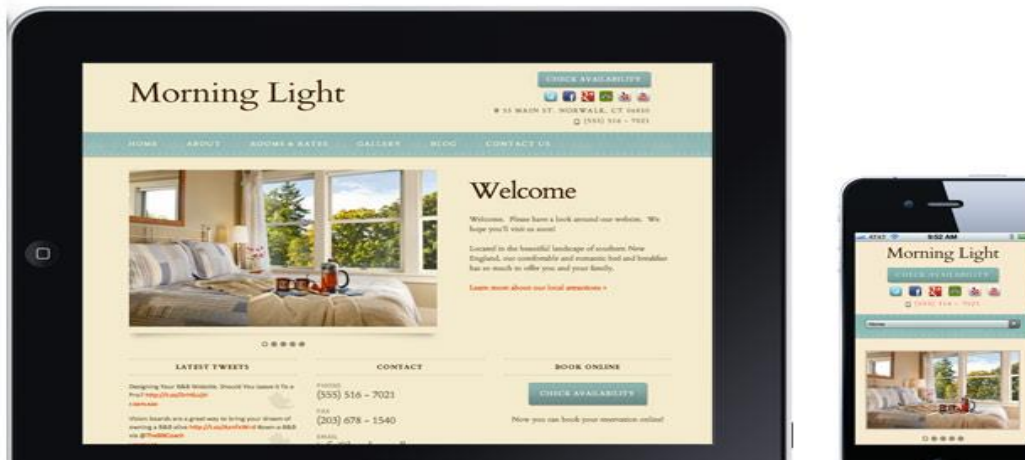**Website Optimization:**

Fig 4: Website Optimization

Website optimization is one of most essential step going forward. Hotels should create an SEO friendly website and this website should be dynamic and updated on regular intervals with relevant content. It should be made sure that the website is responsive over all platforms, especially on mobile devices as maximum of the traffic directly comes from there only. Once that is done, the focus should be on blogs. Blogs are very effective to getting people back to the website. The content should be fresh, interesting and informative. Engaging content never goes unnoticed.

In Indian market SEO is provided by many companies at a very considerable amount, hoteliers should opt for SEO as increases their own website's visibilty and will help with loyal customers.

Social Media Engagement:

Fig 4: Social Media Engagement

In today's time majority part of awareness is done by Social media. if the hotel is not actively engaging on social media it is losing out a lot of eyeballs. Since social media acts as a natural extension for the website thus by posting engaging creatives on the platforms like Fb and Instagram will complement the website of the hotel as it ignites the interest of the potential customer and give them a good look and feel of the property and the amentities/facililities associated with it. Hotel should try to match the look and feel of the website and should provide necessary information related to the hotel to make the travel more convenient. Hotels should post engaging posts like short stories about travel around the hotel, guest's memories with the hotel, some buzz creating contest, reviews from the guests who have stayed with the hotel. Along with these posts and creatives, hotels should provide a Call To Action button to pull customers directly to

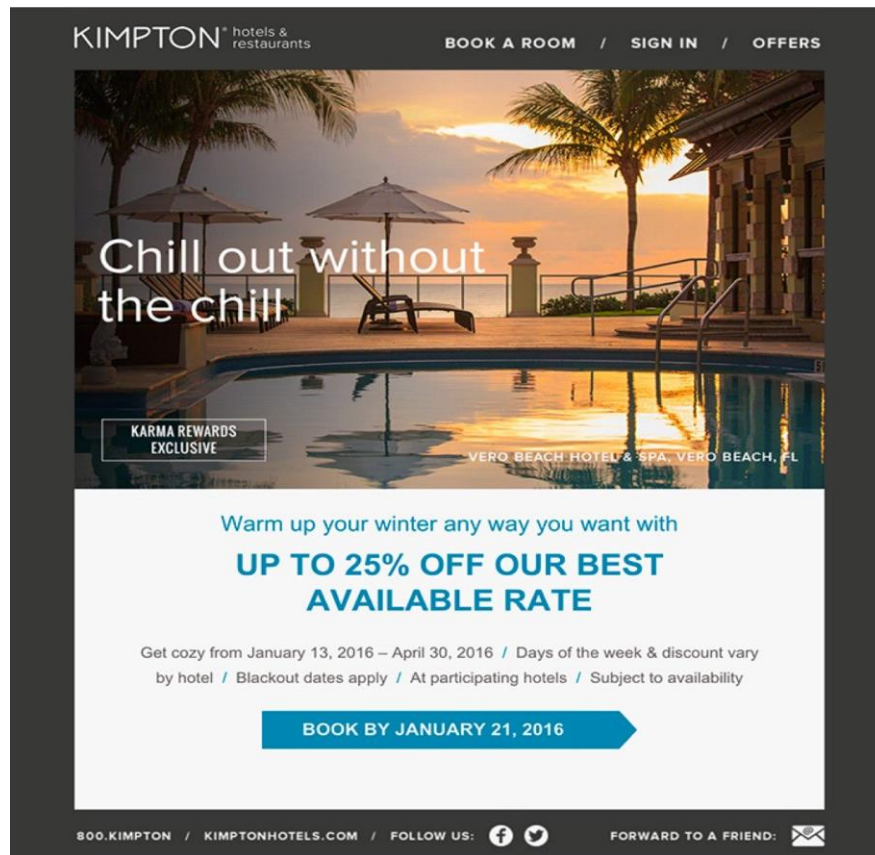the booking page.

Email marketing:

Fig 5: Email Marketing

Email marketing is the cheapest source of marketing where-in you can send a campaign, information about an event, Last minute deals, introducing new packages and facilities. It is a very good medium to get the customer engagement. There are many Email marketing tools in the market which not only send the email to the customers but also send them personal emails wishing them on their birthdays and anniversaries when connected with CRM. Below are some of the plans that Hotels can opt for and start their email campaigning journey. You are very easily track the customers who are clicking or who are showing interest in your hotels. You get their

data segregated from the whole pile of the data and after a period of time the data you would be able get your target guests, in this case conversion becomes more easy.

CRM (Customer Relationship Management)

Fig 6: CRM

In order to rise above the challenges of the huge data and also the rising competition Hotels need to touch base with their guests on a personal level and that is where CRM (Customer Relationship Management) comes into play. It is a one stop solution to many problems faced by Hotels. Why CRM weighs in is because it does a lot of tasks like attracting prospects to Engaging Prospects to Retaining customers to Delivering great customer service to them.

Since data is a of foremost importance these days CRM do take care of it very efficiently and effectively. The CRM will get connected with every communication

channels or wherever the hotel is listed, right from Justdial to the Hotel Website where there is an enquiry forum to the social media platforms where hotel is finding it's presence. It will also get connected with the phone and all the call logs will be maintained and monitored. Since every is under one funnel it is very easy to respond and to look out for the target customer. Since it is maintaining the database of every log it is getting it comes handy in buidling relations with the customer and at the end making it loyal to the hotel. When a hotel responds quickly and effectively it also build trust and also don't give time to customer to search for someone else. CRM when connected with the PMS can send emails, greeting them on festivities or on their special occasions or it can at once can send different promotional campaigns to different segments created by the hotel. Since it comes with scheduling option, you won't be missing on the perfect time for everything. Hotels must go for CRM, there are many CRMs out there in the market, I have listed some of the inclusions given by a particular vendor "Kit19" along with the price they quote for their CRM services.

All Inclusions	
1) A free animated video that will depict what does your business does.	
2) One virtual number that can act as your sales/Service number or miss call number for data capturing.	
3) All integration with your social presence like Facebook, Google My Business, Twitter, LinkedIn.	
4) All leads coming from social media will come directly into your CRM account.	
5) Integration/API of all your B2B directories directly in CRM.	
6) Data Management depending on client profile, history, and buying capacity. And you can follow them as well.	
7) Billing Software integration with CRM Account.	
8) Your E-Marketplace	
9) Short Url/QR Code for payment collection	Total Cost= Rs.15000+gst/ year
10 What's App Integration.	
11) Payment Gateway Integration.	
12) Feedback form	
13) Live Chat	
14) Mobile Responsive	
15) Auto Campaign	
16) Page Analytics	
17) You can Opt for Visibility Plan to further increase your reach.	
18) You can host this solution on your private domain	
19) With 20000 SMS	
20) With 20000 mails	
21) With Rs 500 balance for voice ad /Google Ad	

Table 1: Estimated cost for CRM and it's inclusions

Source- Secondary sources

Invest in Technology

Technology not only increases the revenue of a hotel by enhancing the experience of the customer but also helps in generating revenue by reducing dependability on human resource. Use of technology starts right from the moment the guest surfing the website of the hotel to checking-out from the hotel.

There are many areas wherein hotels can invest in technology for maximum returns, savings, reducing staff impediments and enhancing guest experience. Though there are

a lot of technological advancements that a hotel can do but in order to be in budget and also to upgrade following are some of the things every hotel can do very easily.

<u>Mobile Room keys</u>

Fig 7: Mobile Keys

From standard keys to smart card keys, industry is moving towards even better solution that is mobile keys. There is no headaches of smart card not working to key lost. Guest can very easily using there mobile phone's bluetooth can unlock the door of their rooms. An sms is sent to the guest's mobile having the link clicking on that the guest can simply enter in his room. Since the link is different for all the rooms and is automatically generated by the system and sent by system to the registered number of guest there is no point of fallacy.

Along with this mobile phone can also been used to regulate the temperature of the room.

Contactless check-in

Fig 8: Contactless check-in

With Covid-19 demand for everything contactless is increasing. Contactless check-in is not only safe for guests but enhances the guest's experience by many folds. Once guest books a room with the hotel his all details comes to the hotel. PMS (Property Management System) which is used by every hotel nowadays comes along with the Contactless check-in feature as a built in. PMS from there sends an email as well as an sms carrying the link for contactless check in, using which guests can very easily fill up his information and upload his ID. Since he has done this process way before he stepped in hotel, he doesn't need to stand in front of the reception to fill all those details and give his ID for scanning, nor he has to take the keys. He can straightforwardly enter inside his room. This process helps the staff as they don't need to cater to guests standing in the queue waiting for their turn to check-in.
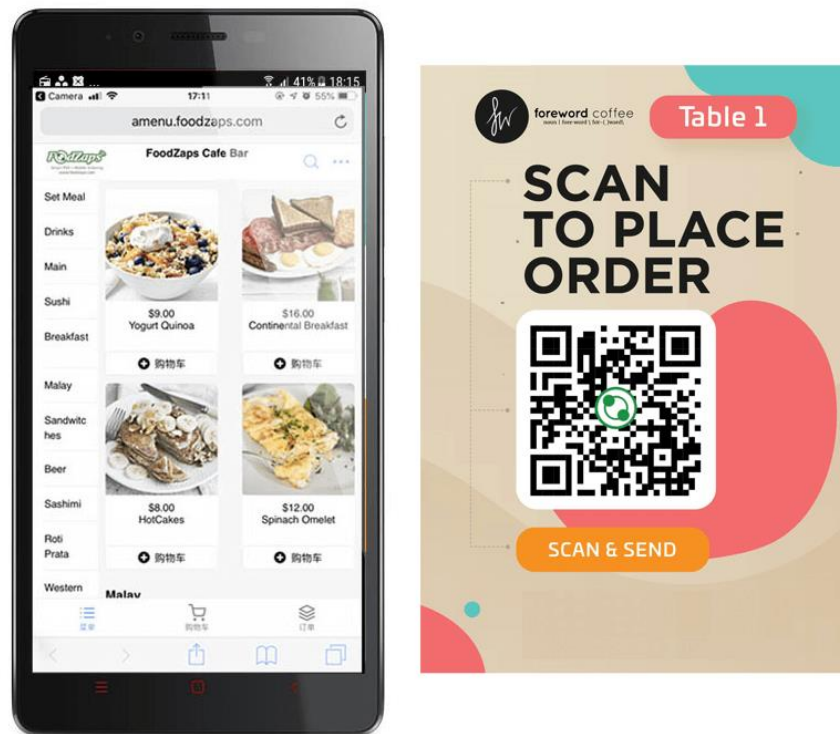
<u>Digitized or QR Code based Menu:</u>

Fig 9: Digitized Menu

Digitized Menu are a thing in this time it not only saves the paper but is fast enhances customer-experience, increase food sale, help restaurant operations and its management.

The problem of guests that they can't keep a track of the spending is completely solved by this. This all the data is processed via this software guest's choices, knowing what is in demand can be analysed very easily. Since this time is all about data and data analysis, you can target the guests looking at their food choices by sending the campaigns dedicated to it and offering them discounts over the same. This way you can share a bond with the guest and can him loyal.
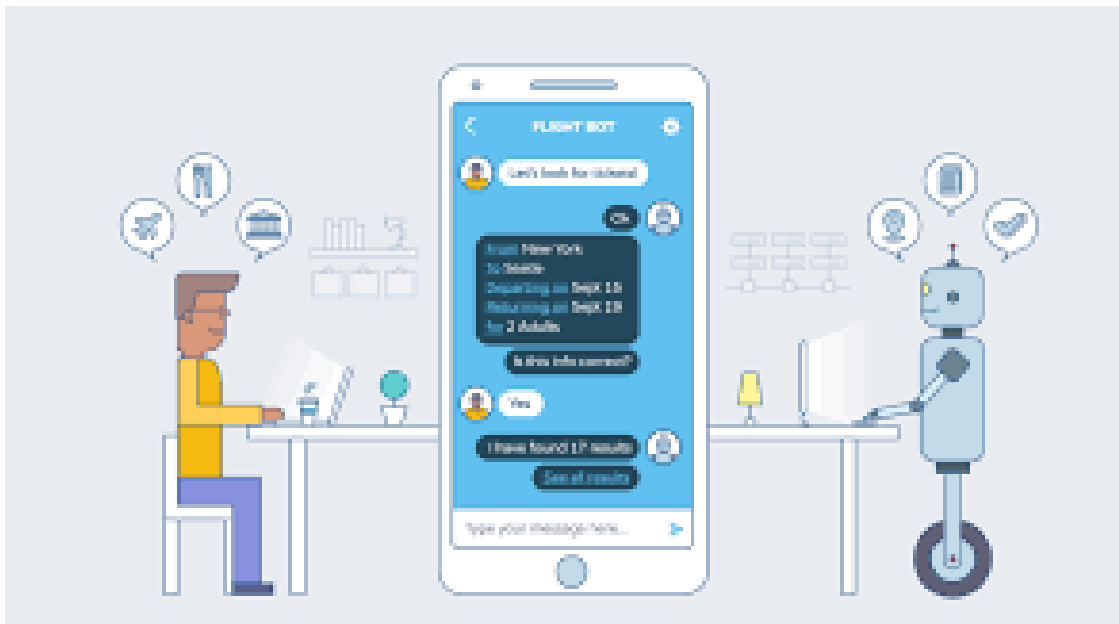
Use of Chat-bots:

Fig 10: Chat-bots

Chat-bots are basically software application which is integrated with your websites and then used to have online conversation with customers via text or via text-to-speech mode in place of human. These are easily available as a freebie also. What it does is it keep the customer engaged 24*7 and when a customer is engaged chances of conversion increases. It also improves the efficiency of the staff as they don't have to answer the same questions all over again and can concentrate on other priority tasks.

Use PMS, CRM, CM:

Property Management System is a software that is integrated with every OTA and using which you could get all the information of the bookings made. Though it is a software whose main work is to enter the details of the guests it also help you with the database and the analysis.PMS also comes with in-bulit contact less check in solution and

sending sms and email at different times to guests to keep the engagement. With the help of PMS you can get the different reports regarding every aspect of booking.

CRM (Customer Relationship Management) is a software which is used by every company which deals with the customers. As it is integrated with every mode of lead generation, it is a one stop solution for lead generation, customer acquisition and turning them loyal to you by doing customer engagement.

CM (Channel Manager) is a software which is integrated to all your OTAs and is a tool which helps you to sell all your rooms on all the sites connected to it including hotel's own website. Since it manages all the channels, you can update the rates on all the OTAs and website at the very same time, can sold out all the rooms with just one click. It is a tool without which revenue management cannot be done. CM is also used for the deep analysis. You can very easily know which rate plan is selling the most, how many bookings from which channel. which channel is doing good and which channel needs more focus.

There are many additional features which comes with specific channel managers like "**Rate Stalk"** which stalks the rates of your competitors so that you are always ones step ahead of your competition. It also provides you with the option of viewing and replying to the guest's feedbacks received on various platforms which helps a lot in saving time also enhancing the trust of the customer that the hotel cares.
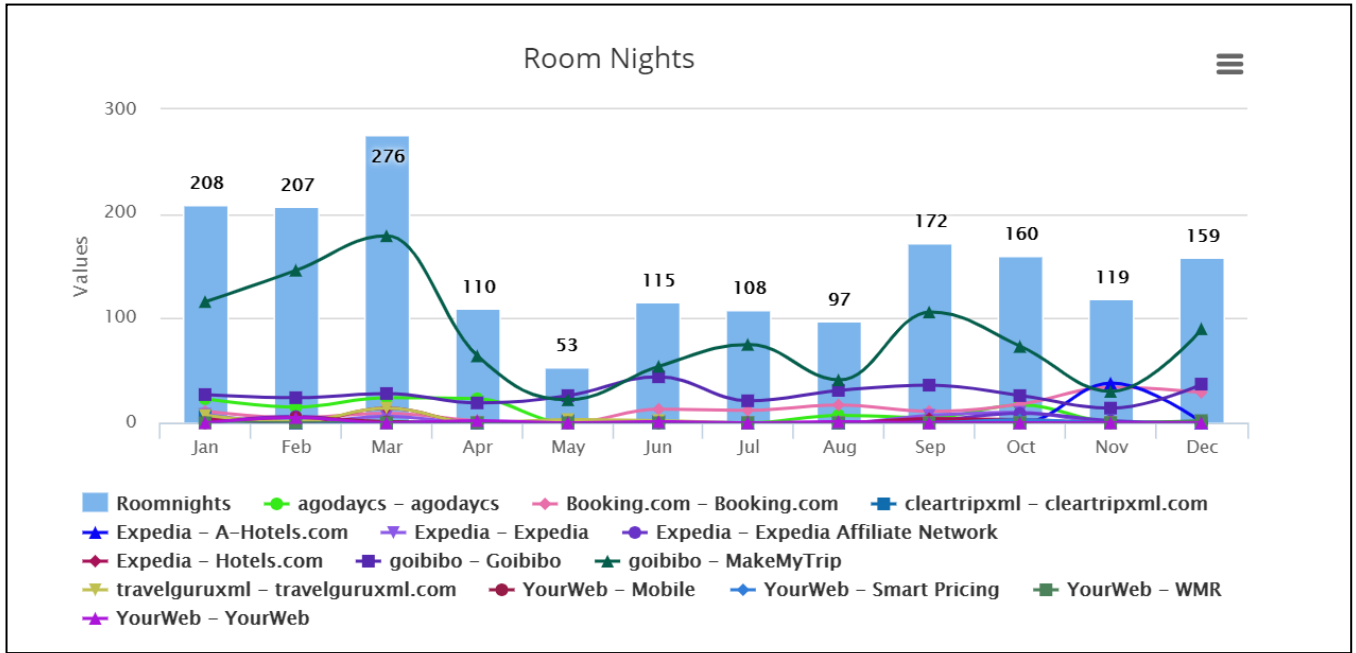
Fig 11: Channel Manager

Inclusions	Monthly/ Yearly basis	Price
Email marketing to improve guest engagement	Monthly Price for a property with 40 rooms	2500 + GST
Guest self-service portal for enhanced services	Yearly Price for a property with 40 rooms	30000 + GST
Multilingual and multi-currency support		
Streamlined meal plans and packages		
One fully-integrated hotel system. One login		
Dedicated executive for troubleshooting 24*7		

Table 2: Estimated cost for Property Management System and it's inclusions
Source- Secondary sources

Inclusions	Monthly/ Yearly basis	Price
Revenue control	Monthly Price for a property with 40 rooms	2800 + GST
Mapping to 250+ OTAs	Yearly Price for a property with 40 rooms	33600 + GST
Rate Stalk (competition rate analysis real time)		
Review minder (one stop for all reviews)		
Mobile App		

Table 3: Estimated cost for Channel Manager and it's inclusions
Source- Secondary sources

2.1.3 Phase 3

Objective: The objective of this phase is to understand the revenue strategies and to know how and when to apply them in order to generate maximum revenue.

Smart Pricing Technique:
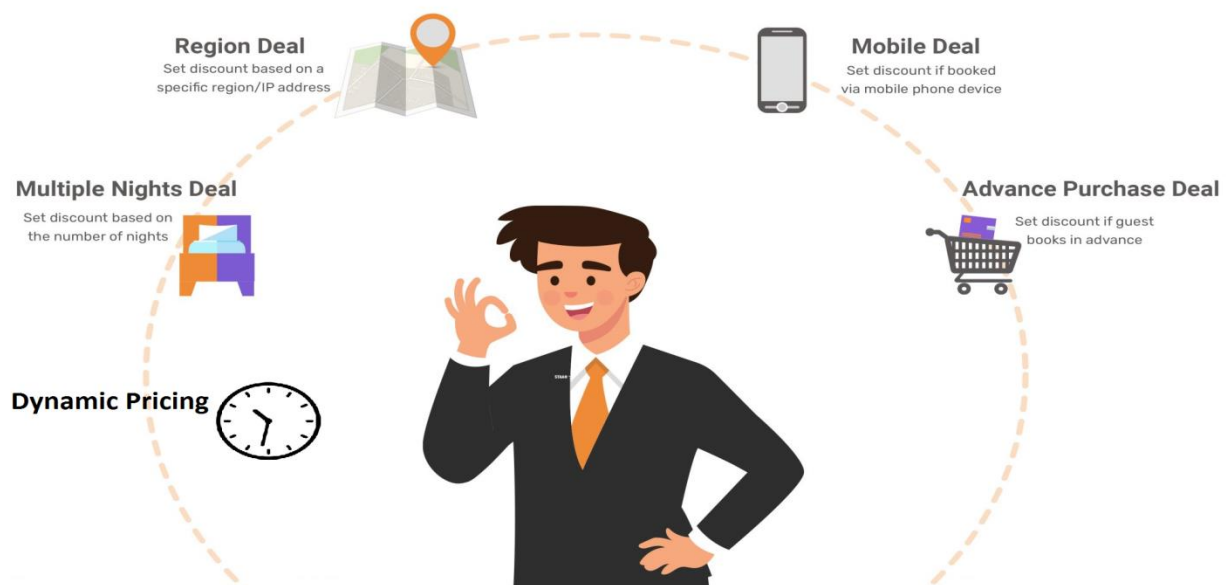
Fig 12: Smart Pricing strategies

Pricing strategies is one of the five pillars of revenue management. Since India is a price centric market we need to be more dynamic with the prices. This technique is also known as D0,D1,Dn technique in the revenue management sector. Here D0 represent the same day or the present day, D1 represents the next and so on till Dn. Here the smart pricing technique is different for different hotels as it depends on various factors namely, 1) Location of the hotel, 2) kind of guests it serves, 3) How many days in advance the bookings happens at the hotel.4) knowledge about on-season and off-season.

The first step is that the hotel needs to understand it's key factors and afterwards use it's own data and analyse it. Put the discounts to make the deal more lucrative and which can lure the customer. If a hotel is at tourist destination, the chances are people will make the booking in advance, in hotel industry there are in that case hoteliers can first decrease the rates from 2 month of arrival(advance purchasers should be given more discount) along with that keep a cap of x number of rooms to be sold at that price and once you hit that number, increase your rates by a little margin, this particular way of increasing the rates with particular inventory fixed under that price is known as yield management, FOMO(fear of missing out) a phenomenon where people fear of missing out on something they want and take decisions haphazardly under the anxiety. Since customers are very active nowadays they keep on checking the rates of the hotels they are planning to book for sometime before actually making the booking. Noticing the rates being increased they will not further delay and make the booking as delaying more will either increase the rates further or the rooms will be sold-out is what they comprehend. Now, the hotels are filling up their inventory with little increment in the price and using the capping system or by the mechanism of yield management. The

revenue team can increase the rates with the stay date coming close. On the date of arrival that is denoted by D0 you can reduce your rates to fill up the last empty rooms also known as perishable inventory. The goal should be to be able to fill 100% of the inventory available. There are PMS which have the ability of yield management but it is advisable to have a manual intervention on that as most of the times you have to change pricing factor (as by how much you want to increase the rates).

Apart from the above hotels should run different types of discounts catering different segment of people.

❖ <u>Advance Purchaser</u>

An Advance purchaser is the one who books a hotel atleast 7-14 days before actual check-in date. As a standard that the one who booked the earliest should be given the maximum discount as these are the customer who makes sure that the hotel will be sold-out since you cannot expect all the bookings on D0.

❖ <u>Last Minute Deals</u>

As the name itself suggests this discount is given to lure the last minute bookers. Like advance bookers last minute bookers are very crucial to the hotel to fill up the last remaining rooms in order to attain the 100% mark.

❖ <u>Secret Deals</u>

Secret deals are members only deals. These deals are for the customers who are already your subscriber. Hotels can target these set of people by running more lucrative deals for them to keep them hooked with the hotel and to keep them loyal to them.

❖ <u>Free nights</u>

The more a guest will stay with hotel the more a hotel can earn. since a hotel doesn't just earn from room rent but from food sale and other recreational activities. Hoteliers

should run this deal to lure guests to stay for longer periods with them. Hotels will give 4th or 5th night's stay as complimentary keeping ARR in mind and by calculating the average number of days a guest stays with them.

❖ <u>Regional discount</u>

Just like secret deals this deal is not open for all. Hotel do want to favour the regions from they get the bulk bookings at regular intervals. Mostly it is given to the foreign countries to lure them. Since foreigners mostly come for leisure and stays for a longer period of time, this discount works becomes quite effective in filling up the rooms faster and increasing the revenue at the same time.

❖ <u>Mobile Deals</u>

Most of the bookers now a days use their mobile phones for booking and hotels can easily lure them by running deals specially for mobile platform. The idea is giving the discount heterogeneously as the one looking at the deals from the desktop will book with higher rate and a major chunk which is active on mobile platforms will book from there, using this methodology and entertaining both the bookings, the ARR comes steady.

Overbooking:

Fig 13: Overbooking

Overbooking is something that comes under scrutiny but it is something that is done by many industries. Since many customers did not show up and the hotel cancellation policy which is most flexible these days, hampers the ARR of the hotels and the inventory goes unused. As for D0 all the rooms are perishable hotels atleast on D0 should overbook with certain numbers the category which is most in demand if a scenario comes where the inventory overflows then they can either shifting the guests to the nearby sister hotel with the same facilities or they can upgrade their room category to the higher one. By doing so hotels will be able to close the day with 100% occupancy maximum of times.

Different Cancellation Policies:

Every hotel has on-season and off-season. On-season is the time of the year when the footfall of the hotel is maximum and during this time hotel increases their revenue to the maximum, on the contrary in off-seasons hotels face the draught and they have to do a

lot in order to fill up their rooms. Keeping in mind both the situations hotels can opt for different cancellation policies for different seasons.

We will discuss three types of cancellation policies here:

A) <u>Non-Refundable Policy</u>

This cancellation policy is the strictest among all the policies. In this type of cancellation policy no amount of money is refunded in case of cancellation. This sort of cancellation is helpful in the on-seasons as hotels can afford a no-show at this point when they can easily hit the mark of 100% occupancy every time. From customer's prospect if they don't hurry in making the booking they might miss the opportunity grab the hotel they wanted. Also if we take it from the revenue strategy point of view at D0 the hotel will slash its prices tempting the last minute bookers to make the booking but it will also tempt customers who had booked before to cancel the booking and make the fresh booking again. This cancellation policy will stop those customers from cancelling their booking.

B) <u>Mild cancellation Policy</u>

This cancellation policy comes in effect at the ending of the on-season when the footfall gradually keeps on decreasing. Under this cancellation a policy like 100% amount refundable is granted before 72 or 48 hours of check-in date. Since the number of customers are already less in the market and hotels empty, customers have ample time to make their decision as with which hotel they want to go with and a harsher cancellation policy will only repel the customer.

C) <u>Flexible Cancellation Policy:</u>

It is quite evident from the name of the policy itself that among all the cancellation policies this policy is the most easy going on the customers. Under this policy

customers can cancel their booking till check-in. This cancellation policy comes into effect in off-seasons. Since at this point of year hotels are mostly empty and has to sell their rooms at the lowest prices and from revenue prospective rates also doesn't fluctuate on D0 so there is no point of going for any other cancellation policy than the flexible cancellation one.

Different Deposit Policies:

Different cancellation policies and different payment policies go hand in hand. In order to make things easy on guests from one side and to boost revenue from the other end what hotels can do is they can play with cancellation and payment policies together. Different deposit policies are a very good way of converting direct bookings via your own website.

There are many deposit policies that a hotel can use, these are:

- 100% payout at the time of booking only

- Payout of a % between 0-100% at the time of booking

- Total payout at hotel premises with Credit Card details mandatory as guarantee

- Total payout at hotel premises with no card details mandatory (fully flexible)

In on-seasons on one hand, hotel is selling the non-refundable plan and on the other hand hotel can ask for only a pre payment of 30-50% of the total amount and the rest can be paid after check in. The benefit with this kind of strategy is that at times when the hotels are on high demand (on-season) and every hotel is selling the 100% non-refundable plans wherein guests have to pay everything at the time of booking only, the hotel following the different approach will lure more guests. Since guests have paid a partial amount the chances of their cancelling is as same after paying the 100% pre-

payment but they saw a flexibility that in case they have to cancel the booking due to some emergency they are not at total loss. If the hotel still wants the whole amount and do not want to take any chances they can simply ask for the credit card details mandatory, wherein they are authorized to charge the rest of the pending amount. By using this practice they have even one more advantage as in case of cancellation if a guest request the hotel for a waiver the hotel can wait for the 100% occupancy and can waive off the amount as a good will gesture, keeping the profit as well as the relation with them. By following this methodology the hotel is at win-win situation from every end. On off-seasons hotels can offer two payment modes one is the standard 100% pre payment and the other one is zero payment at the time of booking and all the amount to be paid at the property, also termed as Pay at Hotel. The hotel at this point of time don't want to do anything wrong therefore it is advisable to not make credit card details compulsory giving the customer a breather. Note at every time along with the other deposit strategies 100% prepayment option will also run as it is seen that there are customers who don't want to put themselves in calculations and prefer paying the whole amount at once.

2.1.2 PHASE 4

Objective: The objective of this phase is to find out the ways to enhance customer service experience.

Fig 14: Customer Engagement

No matter a traveller came for a business or a leisure trip, the level of customer service will determine whether he or she will come back or will warn his friends and family to avoid your hotel. In times of chat bots and automation where a lot of the customer engagement tasks are carried by computer itself, still you cannot rule out the importance of human in the business of hospitality.

Since in this industry every member of the team will have some exposure and interaction with the guests, it is very much important to everyone. There are many aspects wherein the management needs to put their attention.

Communication

Communication is the most important part of a customer service. Staff should be trained the mannerisms of the communication and what do guests expect from them. Every member should know that the importance of communication and their way of communication and increase or decrease the customer experience. Staff should be thoroughly trained taking different scenarios that can arrive any moment so that they are not caught off guard and should know as to how to make a way out of that situation keeping their composure and behaviour intact.

Body language

It is one of the most important factor. Though it is unintentional but it speaks a lot in itself. If a staff is saying something but their body language is not aligned with it, the impact of language will not hold any base. It should be made sure that the staff is giving the right message with the way they carry themselves around the hotel.

Departmental Expectations

Departments are made to clear off the chaos. Each member of the team should be aware of it's role and how important each role is in order to keep things in synchronization. Staff should know what is expected out of them and where to direct specific questions. If everything is organized it will show up in the different services of the hotel.

Training and Development

It is a very crucial aspect as it puts the staff in a better position to contribute in hotel's glory and making it a success. Training should be made a part of day to day management, so that it doesn't look like a task and keeping the staff motivated for the whole day.

Rewards and appreciation to staff:

It is a human behaviour to feel good when appreciated. Staff should be appreciated and there should be a reward policy like employee of the month for the staff. Small steps from management keep the staff motivated and fun to work.

Retain the staff

Unlike other industry, in hospitality there is a face value of staff. Customers tend to remember the face of the person who treated them well the last time. Hoteliers should try to retain their employees for as long as they can as by doing so they not only helping the hotel with a face but with experience.

There are many other aspects which need hotel's attention:

Be realistic:

Though it sounds very simple but it has been seen that a hotel makes such promises to the guests that is not possible for them to fulfil. If a hotel is not able to do that the guest's feels cheated which is not for the hotel. Since we know that words spreads faster than anything else, the reputation of the hotel is at risk. Be true to your business and make the most out of the things the hotel can provide to their potential customer.

Respond to Reviews:

It is seen that there is a direct relation with the number of bookings to the number of positive reviews a hotel has received. Reviews are the feedbacks of the guests about the hotel. Hotel can learn a lot from the reviews as what the customer didn't like and what they liked the most, since most of the customers are not very much vocal they go unnoticed but hotel can very easily predict the direction in which they are going, on what aspects they need to work on and what are their selling points. Hotel should reply to each and every review they receive on any platform with upmost professionalism. Customers do read the reply from hotel's end and a reply shows, the hotel cares. It should be noted that while replying to a review general templates or same reply should be avoided as it shows hotel don't care about the customer they checked out. The reply should be different and as per the review.

Loyalty Programs:

A hotel loyalty program or reward program is a marketing strategy to attract and retain the customers. A hotel loyalty program will help a hotel by not only retaining the customer but to get more direct bookings. Since Hotel has something unique apart from discount, customers tend to go the direct way. It is seen that OTAs tend to give many discount over their platforms compelling a customer to book via there platform. Running programs like these and increasing the trust is the medium to get more direct bookings. A hotel loyalty program has multilevel. The more a guest stays with the hotel the more he will be eligible to get various perks. Under loyalty program customer can redeem his

points for taking a discount on f&b or over the booking price. Value addition to such customers can be early check-in, late check-out by some hours, meal up gradation, free laundry etc.
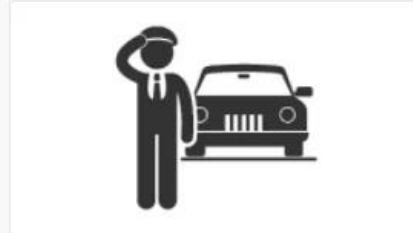
Customized Packages:

Fig 15: Customized packages

A hotel being local knows better about the cost of travel, food, sight seeing. A hotel can tie up with the taxi vendors, guides and others so that they can give a complete package to a guest, enhancing their experience. Since you are not binding them to any package instead giving them a chance to pick and make their on package thus providing a solution to their problems respecting their choices, customers tend to engage fully. It also enhances the trust that by choosing this hotel the customer don't need to hassle as there is someone looking up to their needs.

Customer Engagement:

The hotel can very easily engage with the guest by following different methodologies at different stages:

1) Before the arrival of the guest:

Once a guest has reserved a room with the hotel, at that time along with the confirmation mail, an additional mail and sms should go with the contactless/Express check-in option, where by just clicking on the link guests can fill up the eform containing all the information regarding check-in and an option to upload his ID. Since you have eased out the work of the guest by simply removing the paper work he has to do on arrival while standing at the front office, he will in a happy state as the hotel gave him a sense of accomplishment.

2) On the arrival day:

Since the guest is coming for the first time to your hotel and may find difficult to find the location. Be in touch with him and allot him the Guest relationship manager who would make sure that the guest didn't find any difficulty finding the hotel. Hotel can help the guest with the taxi if needed. Once the guest put his foot on the property he should be greeted warmly and welcome drinks should be provided. Since he has already done the

check-in he won't be in hurry to do all the formalities.

Sent the link of digitized menu on his phone so that he doesn't have to call anyone for food.

3) <u>While Staying with the hotel</u>:

Hotel has already allotted the guest with guest relationship manager, the manager should keep in touch and should treat guest on priority and all his needs and queries should be addressed quickly.

4) <u>At the time of checkout</u>:

Just like at the time of arrival the guest should feel the same warmth from the staff. Guest should be given some souvenir as it helps in brand recall and enhancing experience. You should guide guest about your loyalty programs and enrol him, hotels now can let him know about the benefits of booking directly with them and how it is even beneficial for them. Hotels should ask the guest to leave a review for them.

5) <u>After Checkout</u>:

Greet the guest on his special days like birthday or anniversary and keeping in touch with them with exiting offers and latest advancements that a hotel is doing.

<u>Social Media Presence</u>:

In today's generation you can not live in shell thinking people will know about you. If you are good you need to tell it to people. Hotels too need to be active on various social media platforms. It will not only help in marketing but gives guests a platform to refer a hotel to his friends and family. Hotels do get queries over there. As the saying out of

sight out of mind itself suggests if you don't put your presence you will be haze out in the competitive market.

2.2 Data Collection methods

There are two types of sources of by which data can be collected. They are listed below.

Primary Sources: For the marketing survey a primary research was conducted to know about the sentiments of customer. Also questions asking what changes customers want to see in this industry was asked. The questionnaire is attached to the report in the annexure section to gather information on "marketing and revenue strategies that help a hotel to upsell". A copy of the questionnaire has been attached in the Appendix. The questionnaire consisted of 20 questions where the main area was to know what are the buying sentiments of customers when it comes to book a room in a hotel, the facilities and engagement they look forward to and what makes them to spend extra on.

Secondary Sources: Information that has been collected from internet, journals, OTA's website, and various hotel's review section. They have been listed out in the references.

2.3 Sampling

Locale of study

The study includes people living in different states and covers both business traveller as well as leisure traveller.

Sample size

The questionnaire is developed and random people living at different locations and states are chosen to carry out the primary research. A total of 318 respondent's data is collected and the data analysis will be done based on responses of these 318 respondents only.

Sampling technique-Convenience sampling

2.4 Analysis

The survey was conducted with help of Google forms which is an online platform that allows researchers to develop, collect and analyse surveys. The questionnaire consists of a mix of closed and open end questions, along with questions where the respondents had to rank their preferences. These were included to gather more information and gain insight on the perception of the customer and their buying sentiments. Apart from that, I had developed the marketing and revenue strategies for the Independent or privately owned hotels with the objective being – more customer acquisition, enhancement of customer engagement, competitor analysis and steps to be taken to increase the revenue.

Type of questionnaire: Semi-structured, please refer appendix for questionnaire

Type of questions: Close and open-ended

Target population: Travellers living across in India.

CHAPTER-3

RESULTS AND DISCUSSIONS

Following are the pie charts and graphs obtained from the 115 responses collected in the research:

- Figure-1, figure-2 and figure-3 show age group, reasons for travel and their preference of travelling   .

- The major part of the sample, 60% was in the age group of 26-45 years while 20.7% was 36-45 years old.

- Out of the total sample size, 72% of the population were travelling for leisure and the rest for business.

- On asking the preference for travelling 28% preferred travelling solo, 28% preferred family, 28% preferred travelling with friends and 16% preferred travelling as couple.
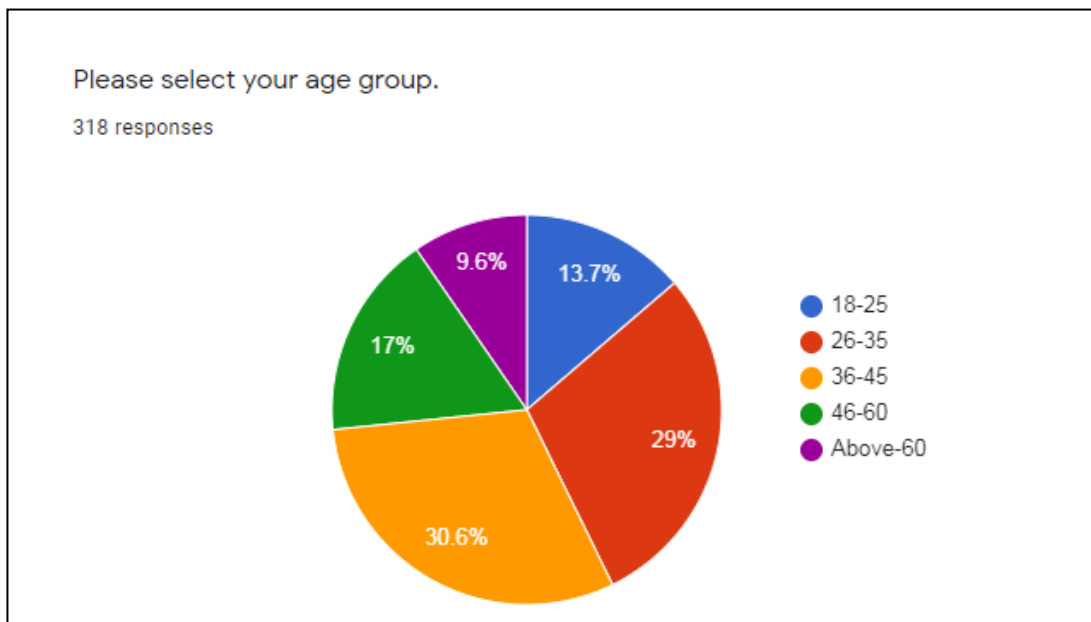
Figure 16: Age group

Source- Primary Research

Your trips are mostly for.

316 responses

- Leisure
- Business

42.4%

57.6%
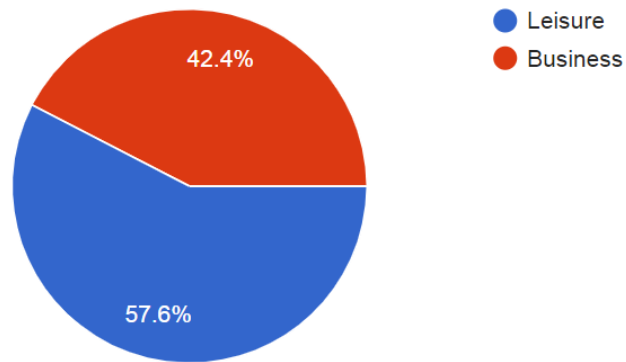
Figure 17: People's preferred type of trip

Source- Primary Research

Your preference for travelling.

314 responses

- Solo
- Couple
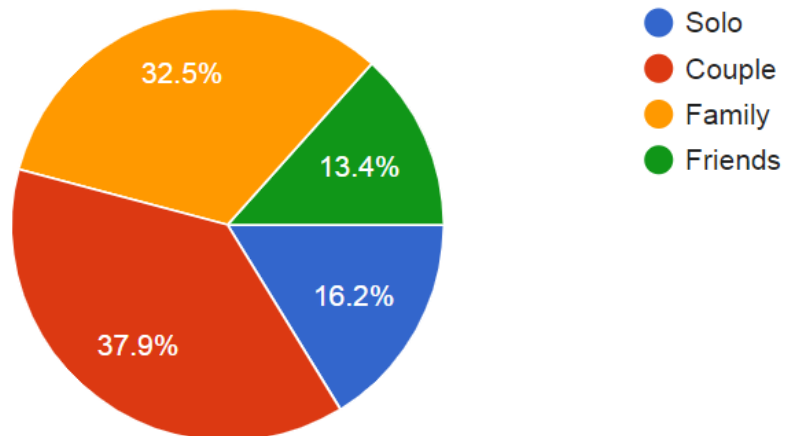- Family
- Friends

32.5%

13.4%

16.2%

37.9%

Figure 18: Type of Travel

Source- Primary Research

From the first three pie-charts we can analyse that out of majority of the population who are engaged in travelling are between the age group of 26-35 and 36-35 years and a trend of preference for travelling is increasing for couples followed by family. We can also see solo travellers increasing in numbers. Hoteliers should make the proper facilities to lure the couples like these can put the same rates for single and double occupancy.
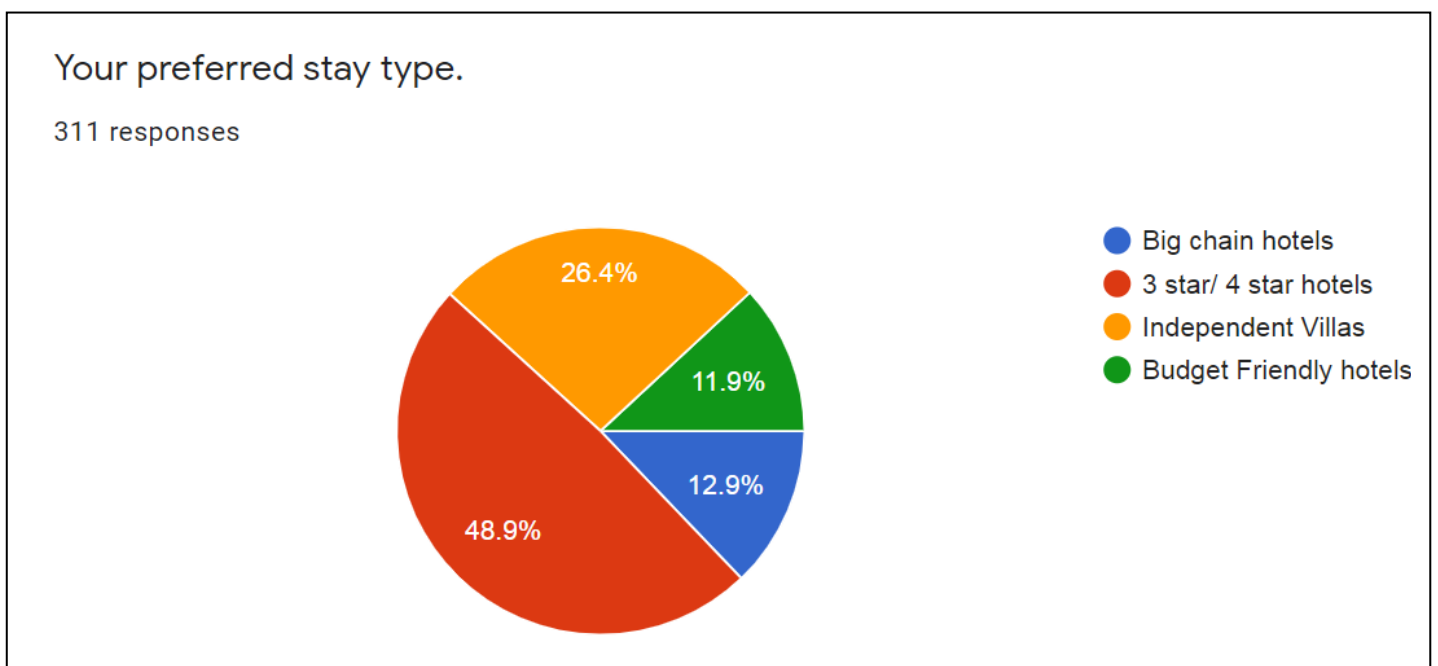

Your preferred stay type.

311 responses

- Big chain hotels
- 3 star/ 4 star hotels
- Independent Villas
- Budget Friendly hotels

26.4%
11.9%
12.9%
48.9%

Figure 19: Preferred Stay Type

Source- Primary Research

From the above we can see that 48.9 % people shows more interest in 3 star/ 4 star hotels which gives the luxury of the hotel as well as easy on the pocket.
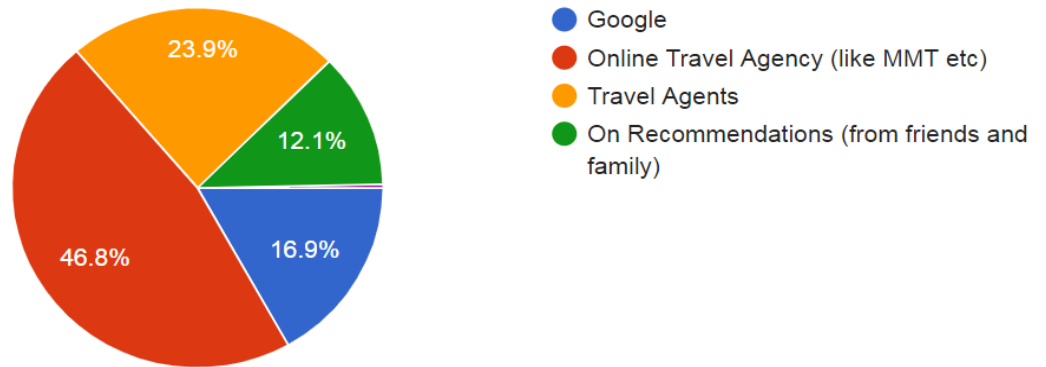
Figure 20: How do customer search a hotel

Source- Primary Research

The above pie chart depicts that OTAs gives customers more flexibility and trust when it comes to search for a hotel. This shows the importance of OTAs and the visibility they provide. Travel agents still has the hold and many bookings are made via them followed by Google. We can see a majority of people search after getting the recommendations from friends and family.

Figure 21: Basis of choosing a hotel

Source- Primary Research

The pie chart depicts that for customers good ratings and reviews are more important than even the price, brand and facilities provided by the hotel. 60% prefer a hotel having good review and ratings than to opt a brand name having more facilities and lower
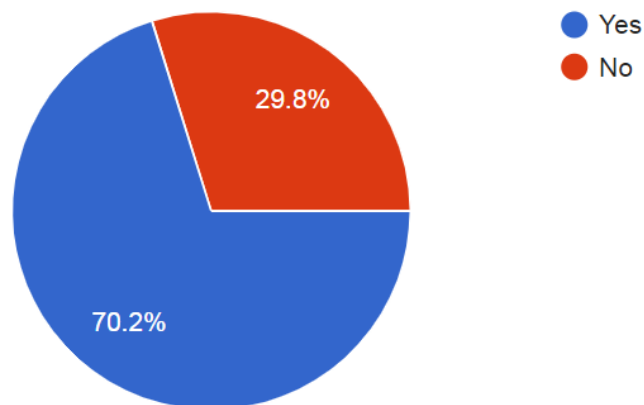

Figure 22: Importance of reviews

Source- Primary Research

Which platform reviews influence your booking decision?

313 responses

- Google
- OTA (like MMT etc)
- Word-Of-Mouth
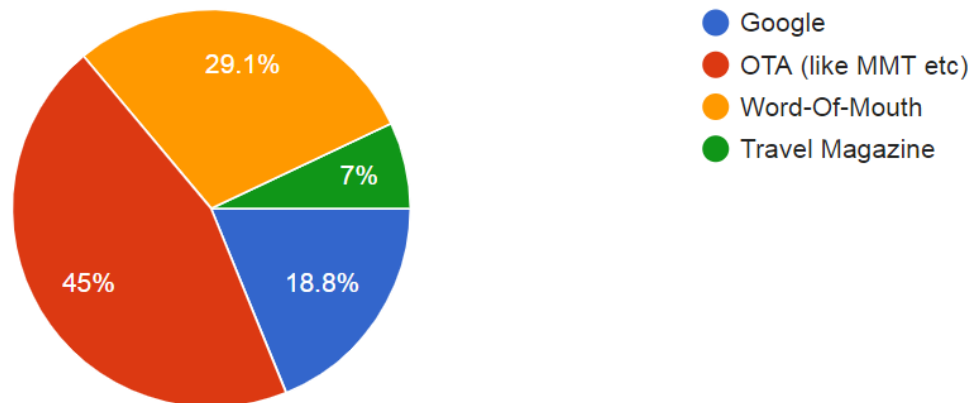- Travel Magazine

29.1%

7%

45%

18.8%

Figure 23: Platforms influencing booking decision

Source- Primary Research

It is very much evident from the above that maximum of the people that book a hotel having bad rating and reviews. Also the platforms which becomes a deciding factor in making booking depends on the ratings on the OTA platforms only. Since on Google fake reviews can make it's way but not only OTAs. Also word of mouth publicity good or bad makes a lot of the impact in the booking. Hoteliers should make sure no guest should go dissatisfied from the hotel and he could generate a lot of revenue for the hotel indirectly.
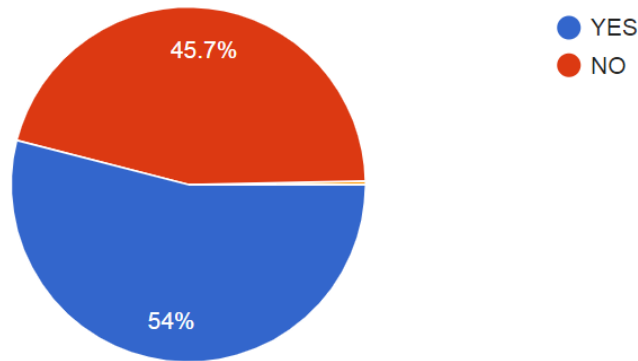
Figure 24: Do Customer prefer Hotel's website

Source- Primary Research

It is seen from the survey that people are filling to book direct from the hotel's website but this behaviour is not replicated when customers book a hotel. The reason for that is defined in the other pie chart. It is seen that 31.7% customers though willing to book from the website but not able to find it. It shows poor visibility of the hotel's visibility. Lack of trust with 25.3% in hotel's customer service was the next big reason for not going for the website. If hotel could address these issues they could find more direct bookings. Apart from this the website should be simple in nature and the rates should be competitive enough to lure customers to come on board with them.
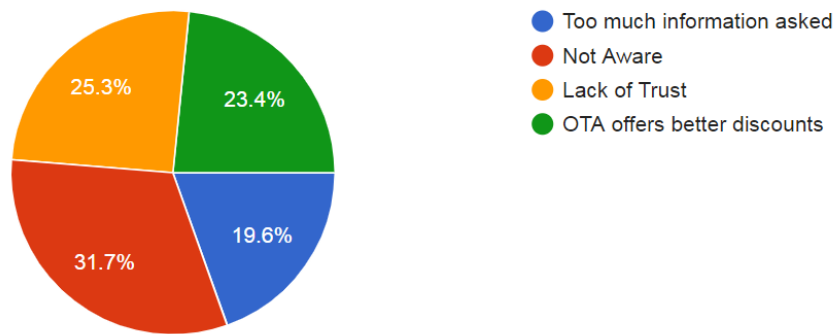
Figure 25: Reasons for not opting for Hotel's website
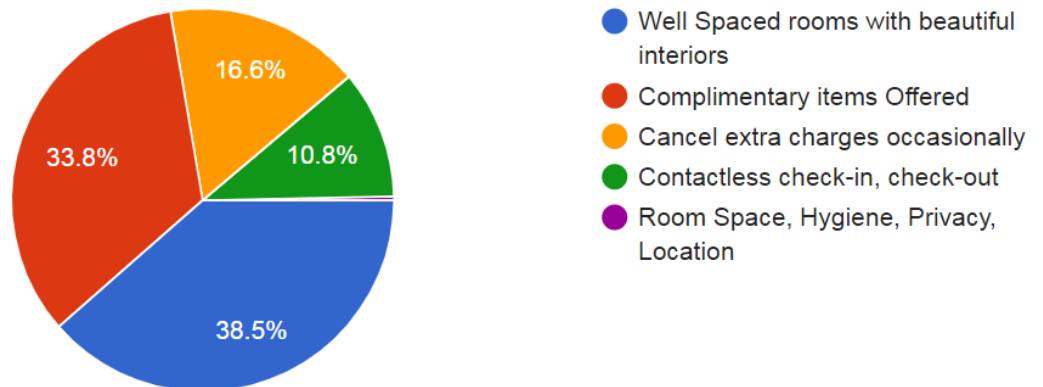
Source- Primary Research

Figure 26: What attracts a customer

Source- Primary Research

It is seen that customers look out for more freebies when comes to booking in a hotel. A little effort from hotel's end will do the trick in luring the customer like simply providing them early check-in by 2 hours or late check-out by 3 hours. They can also give meal upgrade for the last remaining rooms making the deal more lucrative for the customers.
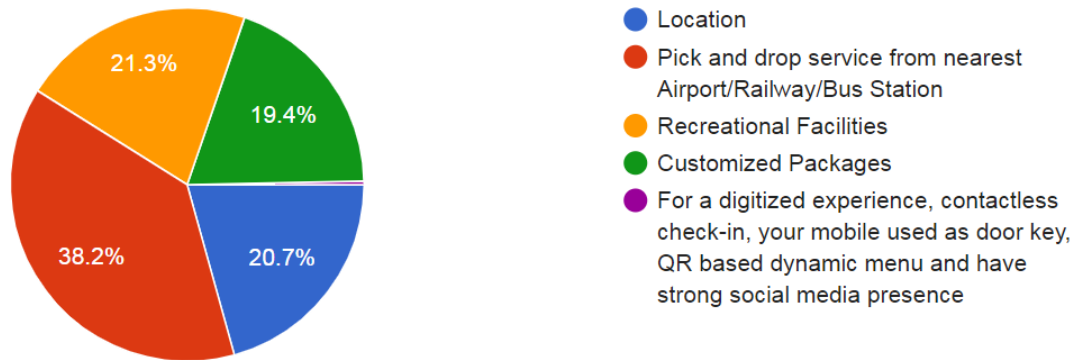
Figure 27: What makes customer spend extra

Source- Primary Research

It can very easily be seen that by providing the value addition services like Pick and drop service hotels can easily increase it's revenue as well as lure more customers. 38.2% people are eager to pay extra if a service like this is provided. Recreational facilities engage customers coming for leisure and it can boost revenue of the hotel.
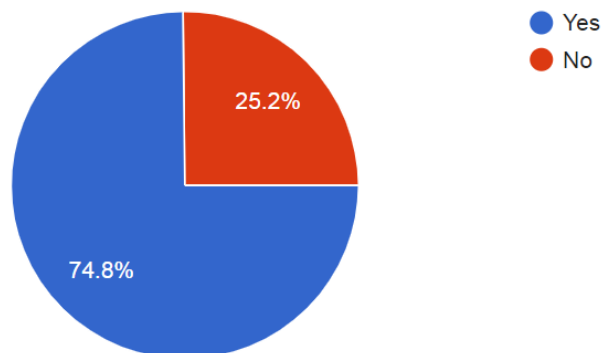

Figure 28: Role of cancellation Policy

Source- Primary Research

It is quiet evident that cancellation policies and deposit pollicies plays a part in the bookings.
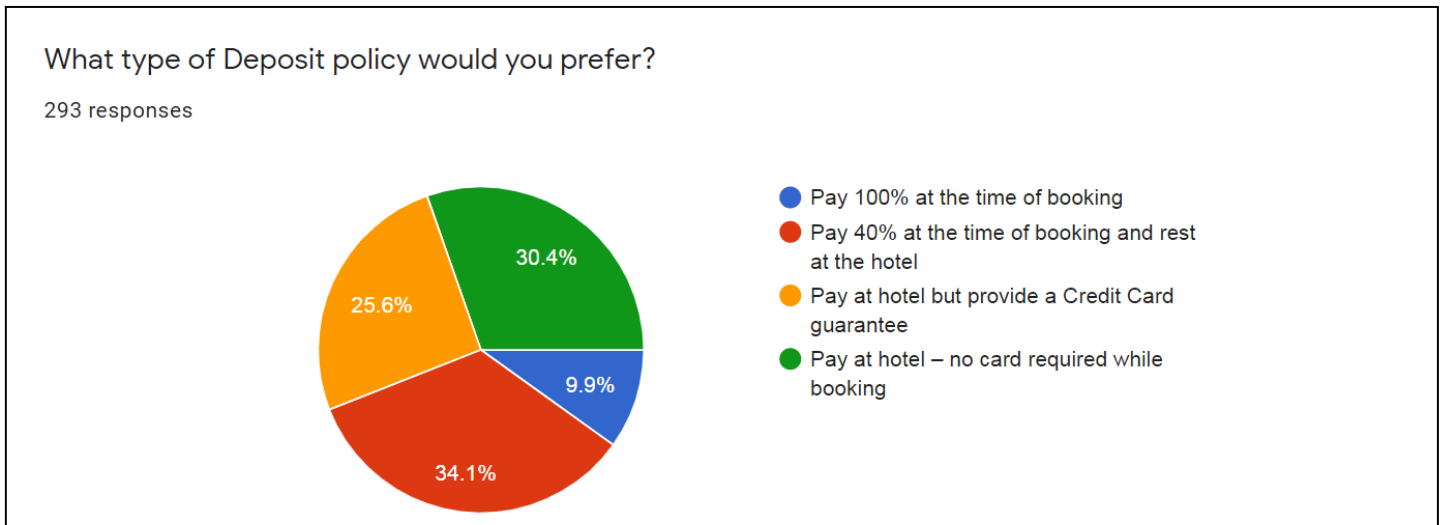

Figure 29: Preference of Deposit Policy

Source- Primary Research

It is seen that customers feel more comfortable if whole payment at the time of booking is not asked from them.
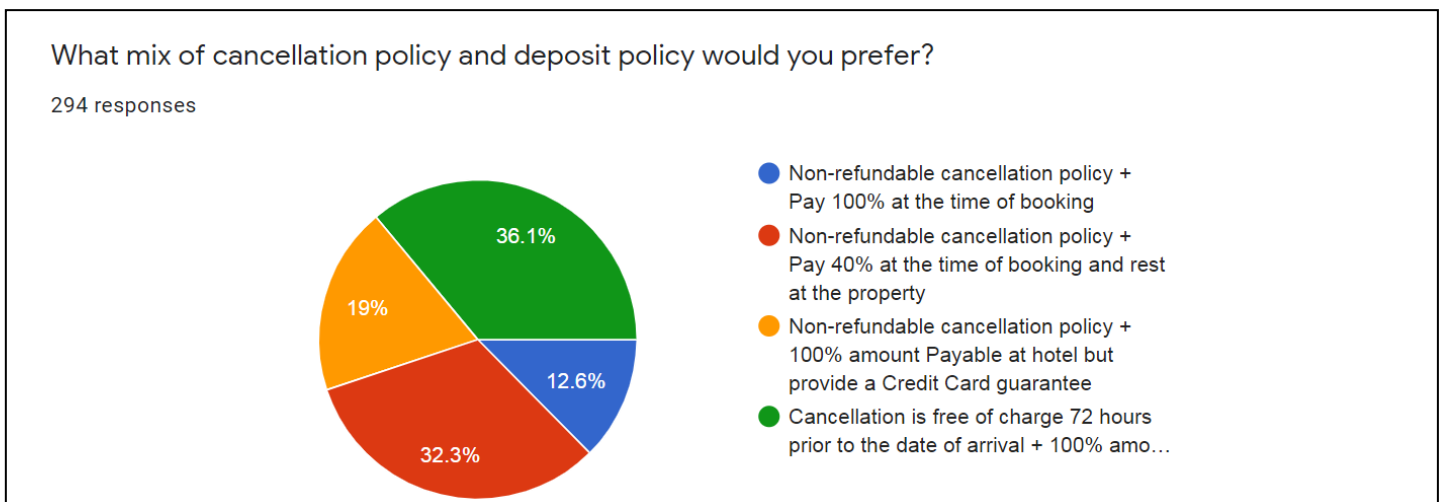

Figure 30: Preference of Deposit Policy cum cancellation Policy

Source- Primary Research

On digging deeper it is seen that the pay at hotel is the most preferred deposit mode along with the flexible cancellation policies followed by some percentage of pre payment and rest at the property at the check-in even if the cancellation policy is non-refundable as 32.3% opted for that.
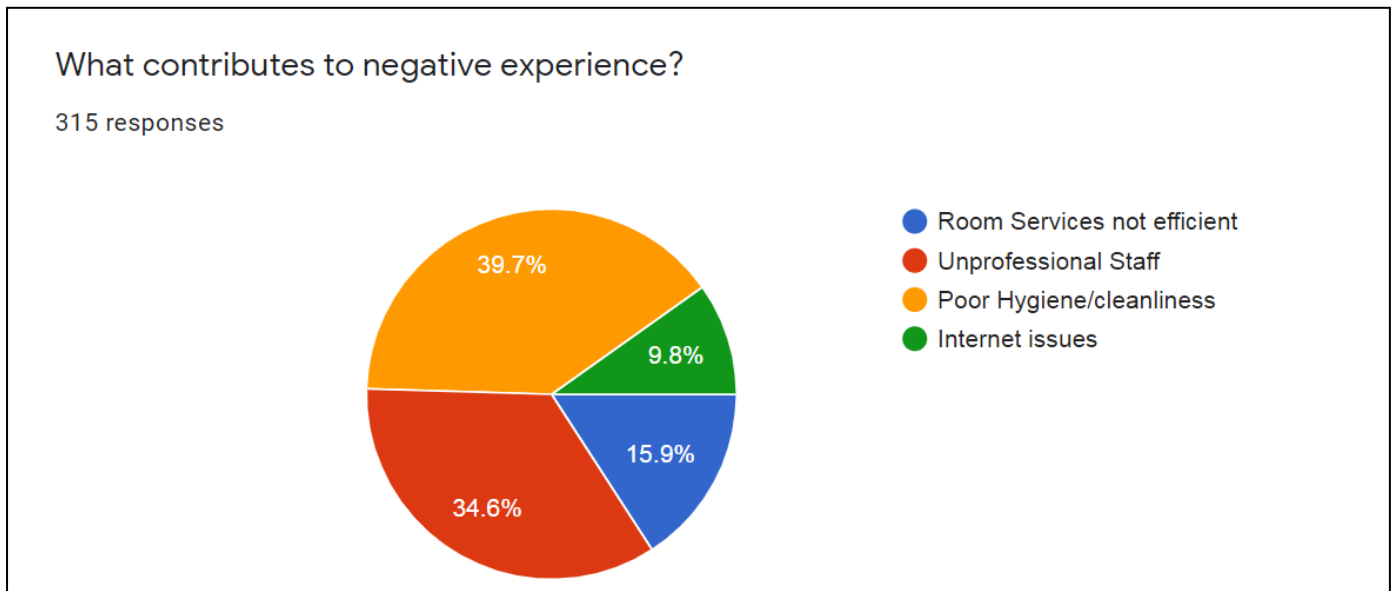
Figure 31: What contributes to negative experience

Source- Primary Research

Poor hygiene and unprofessional staff contributes the most when it comes to negative experience to customers with room services following it. It can very easily be seen that around 75% of the negative experience when a hotel fails to fulfil the basic. As before guests most preferred expectation from the hospitality are the same, to show the seriousness towards the core of the hospitality.
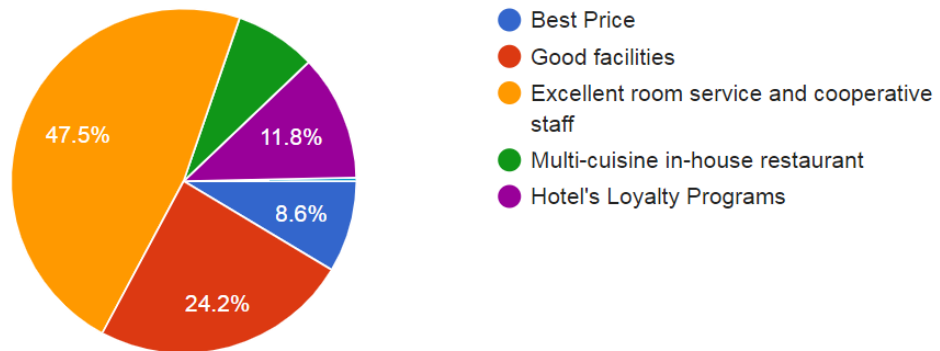
Figure 32: Reasons for choosing same hotel again

Source- Primary Research

It is quite evident that excellent room service and cooperative staff and their behaviour is the main reason for customers opting for a same hotel again and again with 47.5% survey voting for this. Hotel's good services with strong loyalty programs also helps in customer retention.
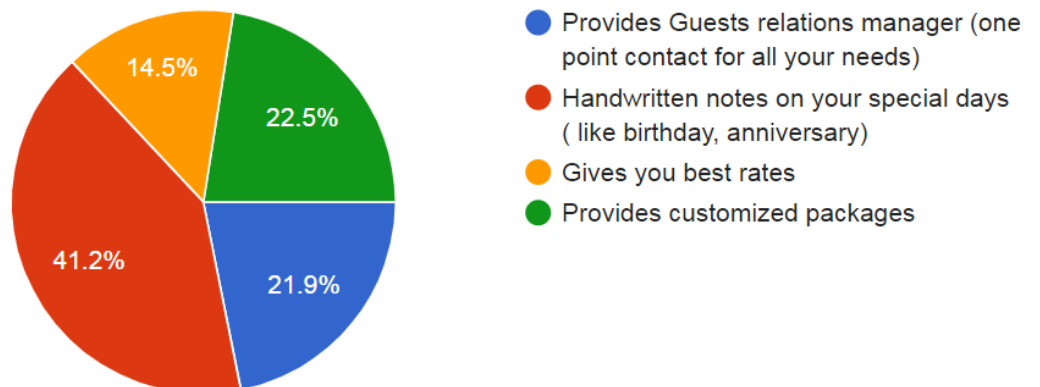
Figure 33: How do guest comprehend that hotel cares

Source- Primary Research

From the survey it is quiet evident that price factor is the least factor for customers when it comes to customer engagement with 14.5% voting for it but a customer feels more connected when they receive handwritten notes or wishes on their special days with 41.2% voting for it followed by customized packages a hotel provides, it gives a sense of freedom and expression to the customer. A guest relationship manager is also has an important role to play in customer engagement.

Figure 34: Reasons for recommendation of any hotel

Source- Primary Research

Effective management and customer services plays a huge factor in getting the recommendation for hotel with 34% customer voting for it. Followed by staff behavior, food and hygienic environment. It can be seen that hotel loyalty programs is also a strong factor with 13.1% voting for it.

FINDINGS:

- Customers are willing to book direct but problems like hotel's website poor visibility, lack of trust due to poor customer services are the impedi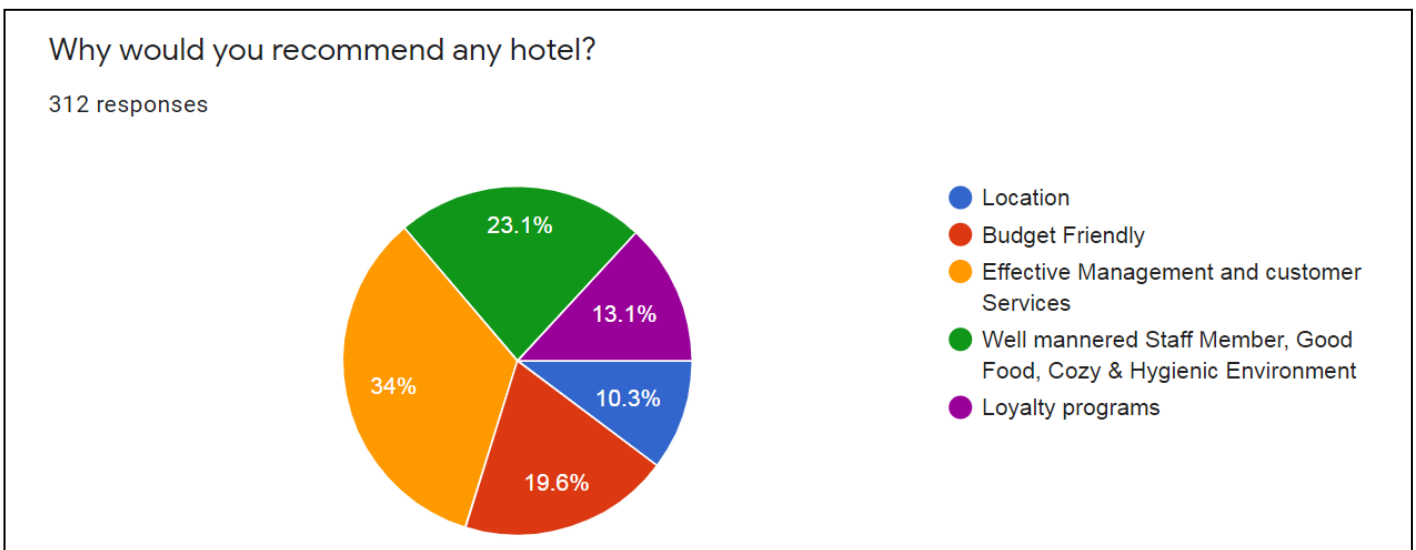ments. By improving hotel's website structurally simple and enhancing it's visibility with rates competitive to OTAs, hotels can increase their revenue by getting direct bookings.

- Revenue can be increased by giving guests some freebies like early check-in and late check-out.

- Customers are ready to pay extra if value added services are provided like Pick and drop to the nearest railway station/airport.

- People are turning towards 3/4 star more providing more opportunities for small or independent hotels to grow.

- Cancelation and deposit policies plays a big role when a customer is booking a hotel, hotel should play with these as a tool by adjusting one or other to lure more customers.

- Reviews and rating plays a huge role in getting selected by a customer, hotels should take care of their reviews and make sure their happy customer leaves a review for them creating more chances for them.

- Digitization helps not only in enhancing the guest experience but also in increasing the revenue and getting recommendation.

- In the times when everything is online, Travel Agents still have a lot of business with them. Travellers specially the business travellers opt for Travel Agents. Guests should make tie ups with them.

- Loyalty programs is the one of the biggest factors to get more more direct bookings.

- Guests look for customizable plans from hotel and it gives hotel an impression of more customer centric as customers feel more independent and expression.

- Customer Engagement plans a huge role in getting the loyalty of the guests. Hotels should keep in touch with the customers on their special days.

- Technology plays a huge role in customer engagement and it also makes the staff more efficient. Hotel should invest in technology to keep them ahead of the competition and customer happy.

CHAPTER-4

RECOMMENDATIONS

➢ Hotel should invest in technology to make staff efficient, taking better decisions and enhancing customer engagement.

➢ Hotel should concentrate on their hotel website, making it more simple, attractive, competitive to get more direct bookings.

➢ Hotel should tie-up with every OTA, Travel Agent, Event organizing companies to give them the visibility that these platforms can easily provide and should use of these platforms for penetration.

➢ Instead of just concentrating on revenue strategies hotels should consider more on value and work on enhancing customer engagement.

➢ Hotel should make a strong social media presence.

➢ Training and development should be made a day-to-day task as even in this technological world, staff behaviour and engagement with the guest can make and break the deal.

CHAPTER-5

CONCLUSION

In this project, we attempt to discover that the significance of Marketing and Revenue strategies in hospitality sector by inspecting the sentiments of customers by means of reviews and feedbacks they leave for the hotel and how do Social media presence, investing in technology can be used it to increase customer engagement.

With advent of technology, customers have a wide variety to choose from and they choose the hotel which not only provides them an accommodation but also provides them value and show engagement with them.

With so many big chains and players in this industry with deep pockets it becomes impossible for independent hotels to sell their own, the idea is to tie-up with every platform and gain the visibility using those respective platforms and take steps to retain the guest by providing them the value that they don't get over other platforms. Using technology and putting your best foot forward in terms of marketing and revenue based strategies hotels can get more direct bookings which at the end will help them saving the commission spent on OTAs and Travel agents.

So, to conclude the general roadmap to garner more visibility and increase revenue is as follows:

i) Engagement (keep in touch via different mediums like email, calls, social medai from the time customer check-in and even after they check-out.) Hotel needs to make them a part of the family.

ii) Tie-ups (with different platforms to get the desired visibility)

iii) Drive more direct bookings (make hotels's website more sellable by making it structurally simple and providing customized packages having the best price wrt to other platforms.

iv) Invest in technology, as it makes staff more efficient and helps in increasing the customer engagement and experience.

v) Training and development of the staff should be made a day-to-day activity to keep them motivated and up for the daily tasks.

vi) Rating and reviews (hotels should make sure a happy guest always leave a review for them and should resolve the problems of in-stay customers to evade bad reviews.

CHAPTER-6

LIMITATIONS

The major limitation of this project was the sample size. There are lot of types of hotels with each having their own segment of customers, more number of people engaging in the survey could have more clarity to know the consensus and their driving factors. Also, I was not able to take into account the hotels and what are their real life impediments to achieve the results they could. I was not able to analyse big chain hotels as how differently they play when it comes to marketing and revenue strategies. The research was totally based on marketing and revenue strategies and how using efficiently technology, staff and marketing hotels can achieve more visibility followed by increase in revenue but we did not discuss about the infrastructure and other in-house activities or restaurant plays a major role in up selling a hotel.

CHAPTER-7

FURTHER SCOPE OF STUDY

● How to tap into international markets. What are the other aspects that draw international travellers to a hotel. What should be done to increase the reach of the hotel outside India.

● More interaction with the people currently employed as brand managers in big chains would help in understanding their prospective and the best practices of the industry.

● Artificial intelligence is the future in this industry, as to analyse the data and learn more about the customer's likes and dislikes and what deals should be given to an individual based on his last visits and spending.

● How much sale does a hotel create from food, recreational activities, conference halls and meeting rooms and how can a hotel use these facilities to cross sell.

CHAPTER-8

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Annexure : Questionnaire

Q.1 Please select your age group.

- o 18–25
- o 26-35
- o 36-45
- o 46-60
- o More than 60

Q.2 Your trips are mostly for.

- o Leisure
- o Business

Q.3 Your preference for travelling.

- o Solo
- o Couple
- o Family
- o Friends

Q.4 Your preferred stay type.

- o Big chain hotels
- o 3 star/ 4 star hotels
- o Independent Villas
- o Budget Friendly hotels

Q.5 How do you search for a Hotel ?

- o Google
- o Online Travel Agency (like MMT etc)
- o Travel Agents

- On Recommendations (from friends and family)

Q.6 On what basis you choose a hotel?

- Brand Name

- Lowest price offered

- Good ratings and reviews

- Facilities provided

Q.7 Do you make bookings after checking reviews?

- Yes

- No

Q.8 Which platform reviews influence your booking decision?

- Google

- OTA (like MMT etc)

- Word-Of-Mouth

- Travel Magazine

Q.9 Do you prefer booking from Hotel's website?

- Yes

- No

Q.10 Why not via Hotel's website?

- Too much information asked

- Not Aware

- Lack of Trust

- OTA offers better discounts

Q.11 What attracts you while choosing a hotel?

- o Well Spaced rooms with beautiful interiors

- o Complimentary items Offered

- o Cancel extra charges occasionally

- o Contactless check-in, check-out

Q.12 What makes you spend extra money on a Hotel?

- o Location

- o Pick and drop service from nearest Airport/Railway/Bus Station

- o Recreational Facilities

- o Customized Packages

Q.13 Do Cancellation policy plays a role in your booking?

- o Yes

- o No

Q.14 Do deposit policies plays a role in your booking?

- o Yes

- o No

Q.15 What type of Deposit policy would you prefer?

- o Pay 100% at the time of booking

- o Pay 40% at the time of booking and rest at the hotel

- o Pay at hotel but provide a Credit Card guarantee

- o Pay at hotel – no card required while booking

Q.16 What mix of cancellation policy and deposit policy would you prefer?

- o Non-refundable cancellation policy + Pay 100% at the time of booking

- o Non-refundable cancellation policy + Pay 40% at the time of booking and rest at the property

- o Non-refundable cancellation policy + 100% amount Payable at hotel but provide a Credit Card guarantee

- o Cancellation is free of charge 72 hours prior to the date of arrival + 100% amount Payable at hotel but provide a Credit Card guarantee

Q.17 What contributes to negative experience?

- o Room Services not efficient

- o Unprofessional Staff

- o Poor Hygiene/cleanliness

- o Internet issues

Q.18 Why would you choose same hotel again?

- o Best Price

- o Good facilities

- o Excellent room service and cooperative staff

- o Multi-cuisine in-house restaurant

- o Hotel's Loyalty Programs

Q.19 How do you comprehend that a hotel cares?

- o Provides Guests relations manager (one point contact for all your needs)

- o Handwritten notes on your special days (like birthday, anniversary)

- o Gives you best rates

- o Provides customized packages

Q.20 Why would you recommend any hotel?

- Location

- Budget Friendly

- Effective Management and customer Services

- Well mannered Staff Member, Good Food, Cozy & Hygienic Environment

- Loyalty programs

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