**EXECUTIVE SUMMARY**

This report conducts an evaluation of current relationship marketing, marketing communication strategy, online and viral marketing, public relations strategy and finally customer loyalty strategies of Jet Airways. The evaluation is conducted with reference to latest theoretical models and practices in airlines industry. For every segment of the evaluation, recommendations are as well made considering the strengths and weaknesses identified.

**INTRODUCTION**

Jet Airways is a listed airlines firm having operation both India and out of the country. This airlines firm operates into two business segments: Air Transportation and Leasing of Aircraft. Currently, its Gulf network operated 44 daily flights between India and the Middle East. Jet Airways has a Frequent Flyer Programme named Jet Privilege ([Reuters](http://in.reuters.com/finance), 2013). Jet Airways has sound financial strengths. As shown in the Table. However, considering the market competition and emerging trends in terms of both supply (market forces) and demand (customers), it is high time for Jet Airways to look at its current marketing strategies for future strategic consideration.

Table: Financial Performance of Jet Airways



Source: Jet Airways (2012)

**NETWORK AND CUSTOMER RELATIONSHIP MARKETING STRATEGY**

In recent times, relationship marketing has had been extensively debated by both the researchers and practitioners in the field of marketing, and has developed into one of the foremost drifts in marketing and its application ranges from precursor industrial marketing to service and consumption marketing (Palmatier, 2007). For that reason, the concept of relationship marketing has been described in a range of ways, in accordance with the application the area of application. Most fundamentally, relationship marketing is defined as the process that not just puts together advertising, sales promotion, public relations and direct marketing, but as well generates, keeps up and augments the valuable relations with customers and partners. On the other hand, the rationale of relationship marketing is described as one accomplish long-standing customer satisfaction and loyalty (Morgan, 2000). As per the attribute of relationship marketing and the amalgamation of various definitions and conceptualizations, relationship marketing may well be termed as relationship-orientated promotional activities that present additional reasonable enticements or direct encouragements with long-standing effects to the end consumers as regards value of the customers.

In order to deliver customer value through relationship marketing, marketers in firms necessitate firstly to recognize the customer needs. So far as firms in airlines industry is concerned, attaining a deeper recognition of the profitability and the foremost drivers of satisfaction of every segment will facilitate firms better evaluate the business value of prospective customer-facing plans. Making use of an extensive range of direct and indirect customer input, airlines firms might map feedback they get relating particular customer segments. This is shown in the Figure. As shown, in grouping with advanced customer analytics, airlines firms might extend exclusive insights into the behavior and requirements of every customer segment. Accordingly, customer value segmentation may develop into a priceless tool in customer relationship management plan description and implementation.

*Figure: Identifying Customer Needs in Airlines Firms*



Source: IBM (2002)

On the other hand, when it comes to high-value customers, they demand out of the ordinary conduct admirable of their rank. So far, airlines firms have been found using mileage-based frequent flyer programs to offer such incentives as automatic upgrades, special in-flight services and access to airport lounges. However, firms might enlarge these benefits through recognizing the passenger’s deeper value drivers. For occurrence, customers that are predominantly concerned as regards augmented work output may well distinguish momentous value in having in-flight Internet and e-mail access. Airlines firms ought to commence to proactively take in hand the requirements of high-value flyers for retaining them, through utilizing marketing offers, promotional previews, advances seat accessibility and waiving fees to put together loyalty and differentiate service levels.

In addition to recognizing what are the customer’s needs and wants, an airline firm ought to decide what steps best impel shareholder value. Management in the firm ought to prioritise or discard prospective investments in relation to the likely return to the firm and the scale of execution cost and risk this is shown in the Figure. The result of relationship marketing may well be judged through measures travel planning, reservations and ticketing, frequent flier program, campaign management and customer care. A few steps in the form of frequent flyer programs, present high return to the airline firm, not just as regards greater than before customer loyalty, but as well in the capability to advertise miles or points to third parties, which widens the loyalty program and produces a fresh revenue flow. Additional steps in the form of online baggage tracing, might tender least advantage to the airline firm, just upgrading customer satisfaction to some extent.

*Figure: Financial Measures and Customer Relationship Management in Airlines*



Source: IBM (2002)

The relationship marketing of Jet airways is aimed at moving further than customer satisfaction and attempting for the delight of the customers. The whole organizational set up of Jet airways works for forming customer loyalty and relationships which drives business development and profitability. Marketers considers that customer satisfaction scales might be augmented all the way through effectual customer complaint redressal system and bringing the assurance, offering a personalized touch, proceeding the extra mile and determining problems fighting fit.

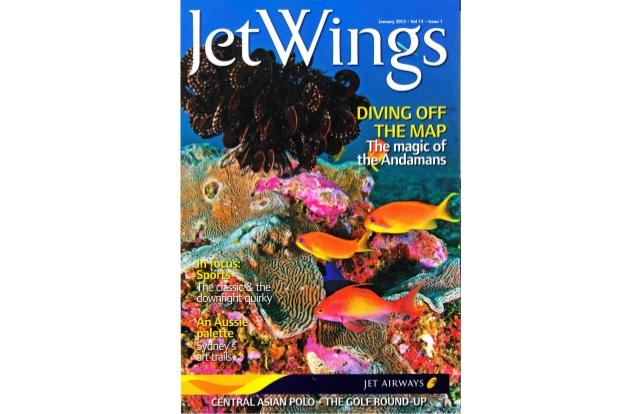
In relation to understanding customer needs and delivering value to the customers, Jet Airways conducts customer feedback and surveys, where online channel email was the chosen conduit of communication. For a scalable way out to keep pace with the firm’s market growth, Jet Airways has chosen Epsilon’s email marketing services, where Epsilon brings a way out that offers a holistic perspective of the entire its customers and prospects, with that of comprehensive analytics all through its campaigns. This comprehensive approaching facilitates Jet Airways to design and carry out personalised and targeted customer steps that boost brand equity and tend more gainful, loyal customer relationships.  In order offer a top-notch customer experience, Jet Airways opts Epsilon for their best-of-class email marketing solutions that make possible Jet Airways to keep on close to its customers all through the relationship lifecycle and make certain that the airline firm is offering the most applicable information, optimised in an appropriate way as and when they wish for it. Epsilon's email platform has helped Jet Airways to optimize email delivery, with profound tracking and reporting attributes with that of segmentation and optimisation devices that allow Jet Airways to garner the benefits of relevancy in its communication with customers. In this framework of achievements, the foremost attributes of Epsilon's email platform take account of advanced segmentation and data management competences, comprising demographics, locales of interests and buying record, where the exactitude targeting devices take account of a go-ahead content builder, and rate of recurrence optimisation attributes, automated chronic messaging, and event generate and concurrent messaging. However, it is found that there is conducted no financial evaluation of the applied customer relationship management by Jet Airways. Hence Jet Airways is suggested to conduct financial evaluation of its relationship marketing, as rightly argued relationship marketing is the process that not just puts together advertising, sales promotion, public relations and direct marketing, but as well generates, keeps up and augments the valuable relations with customers and partners creating profitability and shareholder value.

**MARKETING COMMUNICATION STRATEGIES**

Marketing communication in fact comprises just of three components a set of tools, the media and messages. The devices to achieve promotion are advertising, sales promotion, personal selling, direct marketing and public relations (Baines et al. 2008, 443). However, generally a number of promotional tools are utilized at the same time. Furthermore, it is noticeable that there are as well additional promotional tools that might be assorted with promotional devices. A few instances of these tools are sponsorship, product placement, branded entertainment, field marketing, exhibitions and viral marketing. These tools might be functional all along with the promotional devices or by their own (Baines et al. 2008, 500). Moreover, whilst the components, the tools, the media and messages are pooled, the outcome is termed integrated marketing communications, which has developed into a well-liked promotional tool for marketers in the firms and their advertising agencies, which is ought and ought media-orientated. For the upcoming times, integrated marketing communication is almost certainly to turn out to be a well-recognized premise of marketing theory. (Baines et al. 2008, 450). However. For putting into practice marketing communication successfully, it is fine to become aware of the foremost attributes of communication. The idea of communication is created by the words authentication and to notify, where authentication all concerns to an instance whilst somebody is taken a division of the group of people, where further informing may imply to the deliverance of messages (Smith, Berry and Pulford, 2006). This is what communication all the time necessitate the addressees and the message, where marketing communication must have two foremost objectives namely to build up brand values through utilizing advertising to organize mind-set, to form visions and to get better beliefs, and further to create customers perform specific approaches , where target audience should be created to perform in an advantageous mode for making them purchase the product or make use of the service.

Using integrated marketing communication tool Jet Airways offers its state-of-the-art online booking facility, which endows customers with comprehensive flexibility with an extensive array of flights and colour coded fare families to help out customers find the fare of their choice. Moreover, the customers are given opportunity to earn an additional 500 Bonus JPMiles when book tickets online (Jet Airways, 2013). These online promotions of Jet Airways serves up the purpose of building relationship with the customers and achieve the loyalty. So far as general promotional tools are concerned, Jet Airways believes in print advertising more than others. As for illustration, JetWings Magazine is the inflight magazine of Jet Airways, the leading and one of the most awarded private airlines in India. JetWings Magazine has content that ranges fascinating information linked to travel, culture and lifestyle in the forms of cinema, food, music and art. The JetWings Magazine typically as well includes reviews on the most recent in lifestyle in the forms of mobiles, cars, spas, health and fashion (The Media Ant, 2013). These suggest that Jet Airways makes use of unique combination of marketing communication tools using both online and print forms in order to building intimate and long-lasting relationship with the customers and achieve maximum loyalty. Nevertheless, Jet Airways has opportunity to use tools such as sponsorship, branded entertainment, field marketing, exhibitions and viral marketing, so far as marketing communication strategy is concerned.

*Figure: JetWings Magazine*



Source: http://www.themediaant.com

Social identity may well theoretically settle on the degree of one’s unselfishness towards the members of a faction rather than those that fall exterior to the faction limits. Consequently modifications in the classification of what the faction encompasses might have a non-insignificant control on a person’s humane behaviour or relocation approaches. Social factions extend frequent collective meanings, former general values and social rules, and a few of these proportions are path dependent, rather than being selected by persons themselves, and beneath definite situation might be considered as exogenous (Guiso et al. 2006). In spite of opportunities of concealing identities online users’ online activities is yet subject to their offline identities. Studies regarding advanced recognition of the digital divide have disclosed that one and the same access to Internet possessions does not promise homogeneity in the midst of users’ online tracking down (Hargittai and Shafer, 2006). Along with various offline identities, gender is reveled to control an extensive range of user-technology communication. Online social networks have inﬁltrated people’s day by day life with wonderful speed to develop into an imperative social platform for computer-mediated communication, where Facebook, MySpace, and Friendster are some flourishing instances of such social networking sites (Benjamin, Choi and Strickland, 2010). Online social networking in actual fact offers fresh and innovative technique of communicating; using computers as a two-way device to speed up assemblage creation and shoot up group scope and control.

Jet Airways is possibly the pioneers in the aviation industry to make use of social media for marketing communication purposes. The main presence of Jet Airways on social media is Facebook (number of followers 4,348) and Twitter (number of followers 4,348) (Kakvani, 2013). Moreover, Jet Airways frequently updates on Facebook and Twitter as regards their latest travel deals and offers new flight announcements fascinating places to visit Queries/ Redressal in relation to flight timings, luggage allowance. Powell (2009) suggest that the most excellent application of online social networking sites is its competence of putting together trusted relations exterior to long-established social circles. Users who carry on to make contact with their friends, family and relatives and those on comprehensive social networking through Facebook, Myspace, and private blogs, influence more populace concerned, as the website puts on members. Hence, Jet Airways should look for more social networking sites for online promotion.

# E-MARKETING, VIRAL AND GUERILLA MARKETING STRATEGIES

Viral marketing ranges various marketing domains, where Kaikati and Kaikati (2004), for instance, highlight viral marketing as a stealth marketing practice. While stealth marketing is a fresh offer inside marketing, viral marketing all concerns to the advertising and brand components of conventional marketing. In the midst of the up-and-coming fresh marketing vicinities, viral marketing is resolutely situated in the e-marketing domain. The other major area that viral marketing connects is marketing communications, where the practice concentrates on the reaching of the message and its viral distinctiveness (Phelps, et al., 2004, Porter and Golan, 2006). Whereas conventional communication in marketing straight deals with the customers, viral marketing communication aspires to form an upbringing where message is transmitted devoid of the participation of the original source. For that reason, viral marketing might as well impact on consumer behaviour by influencing consumer perceptions, attitudes and views and has the prospect to come out as a foremost practice of a firm’s promotional mix (Kirby and Marsden, 2006).

In the direction of viral marketing, Jet Airways attempts to innovate with the aircraft wrap and virtual billboard in the sky idea (Jet Airways, 2012a) to set aside brands superior chance to be present where it thrives. Viral marketing approach of the firm is a medium that certainly hold the vital eyeballs not just with Jet Airways guests, but the total passenger populace at any airport. This is the line of the fact that the aircraft wrap work as a flying billboard that facilitates to take brand to the skies quite accurately. However, the fundamental rule of viral communication of Jet Airways need to carry on the conventional word-of-mouth model that is now smoothed the progress of by the Internet.

**PUBLIC RELATION STRATEGIES**

Well organized public relations plans assists marketing practitioners in the firms to accomplish varied goals, spanning from getting acknowledgment for a firm and caring for staff morale and loyalty to handling issues and concerns to moving products and services throughout the marketplace. Marketing practitioners as well ought to learn to trust the aptitude of public relations to cut through the clutter and to form innovative channels of communication that reach view creators and considerate personalities. The press release and feature articles of the past are currently being complemented by the marketing practitioners’ capability to fashion new-fangled platforms for putting together purchasers with products and services (Niederquell, 2005).

Public relation is truly a marketing tool used by Jet Airways where regular press release are published to inform customers, stakeholders and shareholders about the issues and concerns of the firm in order to win their trust. However, the press release of Jet Airways should be complemented by the marketing practitioners’ capability to fashion new-fangled platforms for putting together purchasers with products and services

*Figure: Press Release Model of Jet Airways*



Source: Jet Airways (2013a)

**RECOMMENDED MARKETING AND LOYALTY STRATEGIES**

The traditional form of marketing is very aged, and in the most instances this traditional form of marketing no longer appeal marketing practitioners in today’s business organizations. this is for the reason, as per Yana (2010), product price is high in this sort of marketing, for the reason that the cost of relocating products and margin of intermediaries are constantly being contained in the price, hence, just sellers are profited from the perspective of earnings, nevertheless customers have no opportunity to obtain any monetary gain, instead they have to pay the demanded price for acquiring products/services. Hosan et al (2012) find that multipart and innovative marketing encloses a number of advantages comparative to other forms of marketing, particularly as regards traditional forms of marketing for a business organization. These advantages are mainly identified in the forms of small start up cost, no need of employee expenses, no need of places for storage or offices, limitless human resources in the forms of customers, and getting direct profit. Jet Airways is suggested go for multipart and innovative marketing strategy to maximize the customer loyalty.

Customer loyalty is regarded as a vital means to the success and profitability of a business. Those customers that make obvious the furthermost ranks of loyalty in the direction of the product / service activity have a propensity to repurchase more repeatedly, and pay out more cash. As a consequence, a number of research notice has been given to the recognition of effectual methods of vigorously augmenting loyalty, comprising of loyalty programs such as in the form of point reward schemes. On the other hand, customer loyalty may well be enhanced by persuading consumers to evaluate and complain about the products/services offered. Loyalty is interpreted as commitment to a brand/product/ service. Loyalty is to be expected to show the way to constructive attitudes and behaviors in the forms of repeat support and purchases, and affirmative approvals that might control additional real or potential customers (Nunes and Drèze, 2009). Nunes and Drèze (2009) suggest that the combining technique entailing both attitudinal and behavioral measures is the most vigorous and suitable method to measure customer loyalty of a company. Keeping in mind this fact, customer loyalty in this research is measured from the perspective of these very two types of loyalty in relation to their identified measures. However, the principal focus is on satisfaction leading to quality. Therefore, satisfaction measures is equally important n this research.

In the direction of achieving customer loyalty, there are various approaches to investigate how an airlines firm interacts with customers. One approach is by recognizing of the points at which a customer interacts with the firm and then demonstrating them as an incorporated process. The following “fan slide” model is recommended for Jet Airways demonstrating the gamut of interactions that customers might have with the firm. Through this customer loyalty model just the once customer interaction points are evidently noticed, it will be significant to make certain that the loyalty program props up the entire of the business processes utilized to manage these interactions. At this phase, it is not decisive that each minute aspect be captured. As an alternative, marketing practitioners in Jet Airways necessitate to make certain that the entire the foremost process components are captured at a sensible echelon of granularity, so that every part of users plainly recognize what is integrated.

*Figure : Loyalty and Customer Interactions Map for Jet Airways*

****

Source: Oracle (2005)

**CONCLUSION**

The relationship marketing of Jet airways is aimed at moving further than customer satisfaction and attempting for the delight of the customers. The whole organizational set up of Jet airways works for forming customer loyalty and relationships which drives business development and profitability. Marketers considers that customer satisfaction scales might be augmented all the way through effectual customer complaint redressal system and bringing the assurance, offering a personalized touch, proceeding the extra mile and determining problems fighting fit. However, it is found that there is conducted no financial evaluation of the applied customer relationship management by Jet Airways. Hence Jet Airways is suggested to conduct financial evaluation of its relationship marketing, as rightly argued relationship marketing is the process that not just puts together advertising, sales promotion, public relations and direct marketing, but as well generates, keeps up and augments the valuable relations with customers and partners creating profitability and shareholder value. Jet Airways makes use of unique combination of marketing communication tools using both online and print forms in order to building intimate and long-lasting relationship with the customers and achieve maximum loyalty. Nevertheless, Jet Airways has opportunity to use tools such as sponsorship, branded entertainment, field marketing, exhibitions and viral marketing, so far as marketing communication strategy is concerned. Jet Airways is possibly the pioneers in the aviation industry to make use of social media for marketing communication purposes. The main presence of Jet Airways on social media is Facebook and Twitter. Moreover, Jet Airways frequently updates on Facebook and Twitter as regards their latest travel deals and offers new flight announcements fascinating places to visit Queries/ Redressal in relation to flight timings, luggage allowance. Users who carry on to make contact with their friends, family and relatives and those on comprehensive social networking through Facebook, Myspace, and private blogs, influence more populace concerned, as the website puts on members. Hence, Jet Airways should look for more social networking sites for online promotion. In the direction of viral marketing, Jet Airways attempts to innovate with the aircraft wrap and virtual billboard in the sky idea to set aside brands superior chance to be present where it thrives. Viral marketing approach of the firm is a medium that certainly hold the vital eyeballs not just with Jet Airways guests, but the total passenger populace at any airport. This is the line of the fact that the aircraft wrap work as a flying billboard that facilitates to take brand to the skies quite accurately. However, the fundamental rule of viral communication of Jet Airways need to carry on the conventional word-of-mouth model that is now smoothed the progress of by the Internet. Public relation is truly a marketing tool used by Jet Airways where regular press release are published to inform customers, stakeholders and shareholders about the issues and concerns of the firm in order to win their trust. However, the press release of Jet Airways should be complemented by the marketing practitioners’ capability to fashion new-fangled platforms for putting together purchasers with products and services. In the direction of achieving customer loyalty, there are various approaches to investigate how an airlines firm interacts with customers. One approach is by recognizing of the points at which a customer interacts with the firm and then demonstrating them as an incorporated process. The following “fan slide” model is recommended for Jet Airways demonstrating the gamut of interactions that customers might have with the firm. As an alternative, marketing practitioners in Jet Airways necessitate to make certain that the entire the foremost process components are captured at a sensible echelon of granularity, so that every part of users plainly recognize what is integrated.

**BIBLIOGRAPHY**

Baines, P., Fill, C., Page, K. (2008), *Marketing: Case insight*, 1st Edition, Oxford University Press, Oxford.

Benjamin, D. J., Choi, J. J. and Strickland, A. J. (2010), “Social identity and preferences”, *American Economic Review,* 100, pp.1913-1928.

Hargittai, E. and Shafer, S. (2006), “Differences in actual and perceived online skills: The role of gender”, *Social Science Quarterly*, 87, 2, pp. 432-448.

Hosan, F. Ahammad, I. and Ferdous, L.(2012), “A Conceptual Evaluation of Traditional and Multi-level Marketing”, *World Journal of Social Sciences,* 2. 4, July 2012. pp. 34 – 43.

Kaikati, A. M and Kaikati, J. G. (2004), “Stealth Marketing: how to reach consumers surreptitiously”, *California Management Review*, 46, 4, pp.6-22.

Kirby, J. and Marsden, P. (2006), *Connected Marketing: The Viral, Buzz and Word of Mouth Revolution*, Butterworth-Heinemann, London.

Lacey, R. and Morgan, R. (2009), “Customer advocacy and the impact of B2B loyalty programs”, *Journal of Business & Industrial Marketing*, 24, 1, pp.3-13.

Morgan, R.M. (2000), “Relationship Marketing and Marketing Strategy: The Evolution of Relationship Marketing StrategyWithin the Organization.” In Handbook of Relationship Marketing, eds. Jagdish N. Sheth and Atul Parvatiyar, 481-504. Thousand Oaks, Calif.: Sage Publications, Inc

Nunes, J. and Drèze, X. (2009), “Feeling superior: the impact of loyalty program structure on consumers´ perception of status”, *Journal of Consumer Research*, 16, 6, pp.890-905.

Palmatier, R.W. (2007), “What Drives Customer Relationship Value in Business-to-Business Exchanges?” *Marketing Science Institute, Report* No. 07-118, Cambridge, Mass.

Phelps, J. E., Lewis, R., Mobilio, L., Perry, D. and Raman, N. (2004), “Viral Marketing or Electronic Word-of-Mouth Advertising: Examining Consumer Responses and Motivations to Pass Along Email”, *Journal of Advertising Research*, 44, 4, pp.333-348.

Porter, L., and Golan, G. J. (2006), “From Subservient Chickens to Brawny Men: A Comparison of Viral Advertising to Television Advertising”, *Journal of Interactive Advertising*, 6, 2, pp.30-38.

Smith, P., Berry, C., Pulford, A. (2006), *Strategic Marketing Communications: New Ways to Build and Integrate Communications*, 2nd Edition, Kogan Page Publishers, London.

***Web sources***

IBM (2002), “The future of CRM in the airline industry: A new paradigm for customer management, IBM Institute for Business Value”. [Online] retrieved from <http://www-05.ibm.com/innovation/nl/pdf/highlights/integration/crm_airline.pdf> [13th August, 2015]

Jet Airways (2012), “Creating a blueprint for better future”. [Online] retrieved from <http://www.jetairways.com/doc/InvestorRelations/JAR_2012.pdf> [13th August, 2015]

**Jet Airways (2012a), “Jet Airways partners with Nokia Lumia to enhance “The Amazing Everyday” with the all new innovative Airplane Wrap”. [Online] retrieved from** <http://www.jetairways.com/EN/IN/PressReleases/Jet_Nokia_Lumia.aspx> [14th August, 2015]

Jet Airways (2013), “Press Room”. [Online] retrieved from <http://www.jetairways.com/EN/CH/AboutUS/PressRoom.aspx> [14th August, 2015]

Jet Airways (2013), “TV Commercial”. [Online] [Online] retrieved from <http://www.jetairways.com/EN/IN/AboutUs/TVCommercial.aspx> [13th August, 2015]

Jet Airways (2013a), “Press Room”. [Online] retrieved from [*http://www.jetairways.com/EN/CH/AboutUS/PressRoom.aspx*](http://www.jetairways.com/EN/CH/AboutUS/PressRoom.aspx) [14th August, 2015]

# Kakvani, H. (2013), “Jet Airway's Social Media Strategy”. [Online] retrieved from <http://ezinearticles.com/?Jet-Airways-Social-Media-Strategy&id=5083464> [14th August, 2015]

## Mosamkar, S. (2009), “Epsilon Fuels Jet Airways' Customer Relationship Management to inspire travel”. [Online] retrieved from <http://www.afaqs.com/news/company_briefs/index.html?id=43695_Epsilon+Fuels+Jet+Airways+Customer+Relationship+Management+to+inspire+travel> [14th August, 2015]

Niederquell, Michael O. (2005), “Integrating the Strategic Benefits of Public Relations into the Marketing Mix”. [Online] retrieved from <http://www.quell.com/pdf/Public_Relations_Quarterly.pdf> [15th August, 2015]

Oracle (2005), “Ensuring Customer Loyalty: Designing Next-Generation Loyalty Programs”. [Online] retrieved from <http://www.oracle.com/us/products/applications/siebel/047108.pdf> [14th August, 2015]

Reuters (2013) “Jet Airways India Ltd (JET.BO)”. [Online] retrieved from <http://in.reuters.com/finance/stocks/companyProfile?symbol=JET.BO> [15th August, 2015]

The Media Ant (2013), “Advertise in JetWings Magazine, Jet Airways Inflight Magazine”. [Online] retrieved from <http://www.themediaant.com/2012/06/jetwings-magazine-jet-airways-inflight.html> [15th August, 2015]