

**PERCEIVED SERVICE QUALITY, RELATIONSHIP
QUALITY AND EVENT SATISFACTION IN ENHANCING
CUSTOMER LOYALTY: A CRM ANALYSIS IN THE
EVENT MANAGEMENT SECTOR**

Thesis

*Submitted to the University of Calicut
for the award of degree of
Doctor of Philosophy in Commerce*

By

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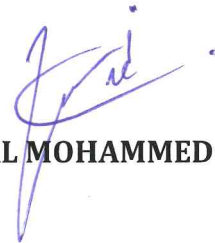
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DECLARATION

I hereby declare that the work presented in the thesis entitled **“Perceived Service Quality, Relationship Quality and Event Satisfaction in Enhancing Customer Loyalty: A CRM Analysis in the Event Management Sector”** is based on the original work done by me under the guidance of **Dr. Nissar P**, Assistant Professor, Department of Commerce and Management Studies, PSMO College, Tirurangadi and has not been included in any other thesis submitted previously for the award of any degree. The contents of the thesis are undergone plagiarism check using iThenticate software at C.H.M.K. Library, University of Calicut, and the similarity index found within the permissible limit. I also declare that the thesis is free from AI generated contents.



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This is to certify that the thesis entitled “**Perceived Service Quality, Relationship Quality and Event Satisfaction in Enhancing Customer Loyalty: A CRM Analysis in the Event Management Sector**” is a bonafide record of research work carried out by **Ms. Nawal Mohammed P K** under my supervision and guidance for the award of Ph.D. Degree of the University of Calicut. No part of the thesis has been presented for the award of any degree, diploma, or other similar title or recognition of any other university or institution before.

Both the examiners have not recommended any modifications or suggestions and therefore the original thesis is resubmitted as such. The soft copy attached is the same as that of the resubmitted copy.

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Abstract

This study investigates the role of Customer Relationship Management (CRM) in enhancing customer loyalty within the event management sector in Kerala. With the event industry experiencing rapid growth, both globally and locally, the need to establish strong, lasting customer relationships has become critical. The increased demand for professional event management services emphasizes the importance of understanding customer expectations and ensuring satisfaction. As the industry becomes more competitive, effective CRM strategies can provide a distinct advantage. This research explores the dimensions of CRM, including perceived service quality, relationship quality, and event satisfaction, and their combined effect on customer loyalty. The study focuses on the event management sector, analyzing the perspectives of respondents from various demographic profiles across Kerala.

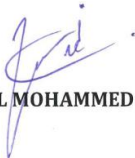
The research utilizes both primary and secondary data sources, collecting primary data through structured surveys from 651 respondents to assess customer perceptions across CRM dimensions. The secondary data includes industry reports and statistics on event management in Kerala. The study employs advanced statistical techniques, including Structural Equation Modeling (SEM) and ANOVA, to analyze the relationships between service quality, relationship quality, event satisfaction, and customer loyalty.


Findings reveal that perceived service quality, particularly in responsiveness and empathy, has the strongest influence on customer satisfaction and loyalty. Relationship quality, characterized by trust and commitment, significantly enhances customer retention. Event satisfaction, while positively influencing loyalty, is mediated by the quality of service and relationships. Notably, younger customers exhibit higher loyalty but also a greater likelihood of switching service providers, highlighting the need for personalized services.

The study recommends that event management companies focus on enhancing service quality through training programs for staff, investing in user-friendly digital tools, and offering loyalty programs to retain repeat customers. It also suggests implementing referral systems and bundled packages to increase customer engagement and satisfaction.

This research contributes to the growing body of knowledge in CRM applications within the event management sector, offering practical insights for businesses to improve their CRM practices and achieve sustained growth.

Keywords: Customer Relationship Management (CRM), Perceived Service Quality, Relationship Quality, Event Satisfaction, Customer Loyalty, Event Management Sector, Customer Retention, Loyalty Programs, CRM Dimensions.


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സംഗ്രഹം

ഈ പഠനം കേരളത്തിലെ ഇവന്റ് മാനേജ്മന്റ് മേഖലയിലെ ഉപഭോക്തൃ ബന്ധ മാനേജ്മെന്റിന്റെ (സിആർഎം) പങ്ക് ഉപഭോക്തൃ വിശ്വസ്ഥത വർദ്ധിപ്പിക്കുന്നതിൽ എങ്ങനെയെന്ന് അന്വേഷിക്കുന്നു. ആഗോളതലത്തിലും പ്രാദേശികതലത്തിലും ഇവന്റ് വ്യവസായം അതിവേഗം വളരുന്ന സാഹചര്യത്തിൽ, ശക്തവും നിലനിൽക്കുന്നതുമായ ഉപഭോക്തൃ ബന്ധങ്ങൾ സ്ഥാപിക്കേണ്ടത് നിർണായകമായിരിക്കുന്നു. പ്രൊഫഷണൽ ഇവന്റ് മാനേജ്മെന്റ് സേവനങ്ങൾക്കുള്ള വർദ്ധിച്ച ആവശ്യം ഉപഭോക്താക്കളുടെ പ്രതീക്ഷകൾ മനസ്സിലാക്കുന്നതിനും സംതൃപ്തി ഉറപ്പാക്കുന്നതിനും ഉള്ള പ്രാധാന്യം ഊന്നിപ്പറയുന്നു. വ്യവസായം കൂടുതൽ മത്സരാധിഷ്ഠിതമാകുമ്പോൾ, ഫലപ്രദമായ സിആർഎം തന്ത്രങ്ങൾ ഒരു പ്രത്യേക നേട്ടം നൽകും. ഈ ഗവേഷണം സിആർഎമ്മിന്റെ മാനങ്ങൾ, അതായത്, സേവന ഗുണമേന്മ, ബന്ധങ്ങളുടെ ഗുണമേന്മ, ഇവന്റ് സംതൃപ്തി എന്നിവയും ഉപഭോക്തൃ വിശ്വസ്ഥതയിലുള്ള അവയുടെ സംയോജിത സ്വാധീനവും പരിശോധിക്കുന്നു. കേരളത്തിലെ വിവിധ ജനസംഖ്യാപരമായ വിവരങ്ങളുള്ള ആളുകളുടെ കാഴ്ചപ്പാടുകൾ വിശകലനം ചെയ്തുകൊണ്ട് ഈ പഠനം ഇവന്റ് മാനേജ്മെന്റ് മേഖലയിൽ ശ്രദ്ധ കേന്ദ്രീകരിക്കുന്നു.

ഈ ഗവേഷണം പ്രാഥമികവും ദ്വിതീയവുമായ വിവര സ്രോതസ്സുകൾ ഉപയോഗിക്കുന്നു. 651 ആളുകളിൽ നിന്ന് ഘടനാപരമായ സർവ്വേകളിലൂടെയാണ് പ്രാഥമിക വിവരങ്ങൾ ശേഖരിക്കുന്നത്. ഇത് സിആർഎം മാനങ്ങളിലുള്ള ഉപഭോക്താക്കളുടെ കാഴ്ചപ്പാടുകൾ വിലയിരുത്തുന്നു. ഇവന്റ് മാനേജ്മെന്റ് വ്യവസായ റിപ്പോർട്ടുകളും കേരളത്തിലെ സ്ഥിതിവിവരക്കണക്കുകളും ദ്വിതീയ വിവരങ്ങളിൽ ഉൾപ്പെടുന്നു. സേവന ഗുണമേന്മ, ബന്ധങ്ങളുടെ ഗുണമേന്മ, ഇവന്റ് സംതൃപ്തി, ഉപഭോക്തൃ വിശ്വസ്ഥത എന്നിവ തമ്മിലുള്ള ബന്ധങ്ങൾ വിശകലനം ചെയ്യാൻ പഠനം സൂക്ചറൽ ഇക്വേഷൻ മോഡലിംഗ് (എസ്ഇഎം), അനോവ എന്നിവ പോലുള്ള നൂതന സ്റ്റാറ്റിസ്റ്റിക്കൽ വിദ്യകൾ ഉപയോഗിക്കുന്നു.

പ്രതികരണശേഷിയിലും സഹാനുഭൂതിയിലും, സേവനത്തിന്റെ ഗുണമേന്മയ്ക്ക് ഉപഭോക്തൃ സംതൃപ്തിയിലും വിശ്വസ്ഥതയിലും ശക്തമായ സ്വാധീനമുണ്ടെന്ന് കണ്ടെത്തലുകൾ വെളിപ്പെടുത്തുന്നു. വിശ്വാസവും പ്രതിബദ്ധതയും മുഖമുദ്രയായ ബന്ധങ്ങളുടെ ഗുണമേന്മ, ഉപഭോക്താക്കളെ നിലനിർത്തുന്നതിനെ ഗണ്യമായി മെച്ചപ്പെടുത്തുന്നു. ഇവന്റ് സംതൃപ്തി ഉപഭോക്തൃ വിശ്വസ്ഥതയെ നല്ല രീതിയിൽ സ്വാധീനിക്കുന്നുണ്ടെങ്കിലും, അത് സേവനത്തിന്റെയും ബന്ധങ്ങളുടെയും ഗുണമേന്മയാൽ മധ്യസ്ഥത വഹിക്കുന്നു. പ്രത്യേകിച്ച്, യുവ ഉപഭോക്താക്കൾക്ക്

കൂടുതൽ വിശ്വസ്ഥതയുണ്ടെങ്കിലും, സേവന ദാതാക്കളെ മാറ്റാനുള്ള സാധ്യതയും കൂടുതലാണ്. ഇത് വ്യക്തിഗത സേവനങ്ങളുടെ ആവശ്യകത ഉയർത്തിക്കാട്ടുന്നു.

ഇവന്റ് മാനേജ്മെന്റ് കമ്പനികൾ ജീവനക്കാർക്കായി പരിശീലന പരിപാടികൾ, ഉപയോക്തൃ സൗഹൃദ ഡിജിറ്റൽ ടൂളുകളിൽ നിക്ഷേപം, ഉപഭോക്താക്കളെ നിലനിർത്തുന്നതിനായി ലോയൽറ്റി പ്രോഗ്രാമുകൾ എന്നിവ വഴി സേവന നിലവാരം ഉയർത്തണമെന്ന് പഠനം ശുപാർശ ചെയ്യുന്നു. ഉപഭോക്താക്കളുടെ ഇടപഴകലും സംതൃപ്തിയും വർദ്ധിപ്പിക്കുന്നതിന് റഫറൽ സംവിധാനങ്ങളും ബണ്ടിൽ ചെയ്ത പാക്കേജുകളും നടപ്പിലാക്കാനും ഇത് നിർദ്ദേശിക്കുന്നു.

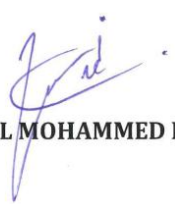
ഈ ഗവേഷണം, ഇവന്റ് മാനേജ്മെന്റ് മേഖലയിൽ സിആർഎമ്മിന്റെ ഉപയോഗങ്ങളെക്കുറിച്ചുള്ള അറിവിലേക്ക് സംഭാവന നൽകുന്നു, കൂടാതെ ബിസിനസ്സുകൾക്ക് അവരുടെ സിആർഎം രീതികൾ മെച്ചപ്പെടുത്താനും സുസ്ഥിരമായ വളർച്ച നേടാനും പ്രായോഗികമായ ഉൾക്കാഴ്ചകൾ നൽകുന്നു.

പ്രധാനവാക്കുകൾ: ഉപഭോക്തൃ ബന്ധ മാനേജ്മെന്റ് (സിആർഎം), സേവനത്തിന്റെ ഗുണമേന്മ, ബന്ധങ്ങളുടെ ഗുണമേന്മ, ഇവന്റ് സംതൃപ്തി, ഉപഭോക്തൃ വിശ്വസ്ഥത, ഇവന്റ് മാനേജ്മെന്റ് മേഖല, ഉപഭോക്തൃ നിലനിർത്തൽ, ലോയൽറ്റി പ്രോഗ്രാമുകൾ, സിആർഎം മാനങ്ങൾ.



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Chapter 1

INTRODUCTION TO THE RESEARCH

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1.1. Introduction

The Event Management Industry have experienced a significant growth globally over the period of last five years with a growing CAGR of 11.06% (Arizton Advisory & Intelligence, 2023). The event industry ranks as one of the largest global employers and plays a significant role in generating positive economic effects (Theocharis, 2008). Over recent years, the frequency of events has increased substantially, leading to the growth of a dedicated event management sector. Each event is supported by an organizing team responsible for a wide range of tasks, including coordinating activities, securing funding, managing both paid and volunteer staff, handling marketing and public relations efforts, ensuring security, producing promotional materials and tickets, contracting performers, arranging venue decorations, managing parking logistics, and various other operational functions (Tassiopoulos, 2005).

According to the India Brand Equity Foundation (IBEF) poll, the event management sector in India is expanding at a faster pace than in other countries. The Event Industry in India was valued at USD 4.80 billion in 2023 and is expected to expand to USD 7.80 billion by 2029 with an annual compound rate (CAGR) of 8.31% (Mordor Intelligence, 2023). The event industry generates 8 million jobs annually exceeding the jobs created annually than in other sectors in the nation (EEMA, 2020). The sector consists of both organized and unorganized segments. In 2022, the ratio between the organized and unorganized sectors stood at 45:55, with an expected shift to 57:43 by 2025 (Eventfaqs Bureau, 2022). Both the organized and unorganized segments is having a pivotal economic impact as they contribute to the nation's GDP (Namah C, 2021).

Kerala's event management sector is serving as a key contributor to the overall economic development by generating employment in a larger scale. During the period of 2022-25, 8,457 enterprises were established in the fields of Video/Photo Processing, Media & Entertainment, and Event Management under the Government of Kerala's "Year of Enterprises" initiative. A total of ₹462.76 crore was invested in this fields which created employment opportunities for 16,235 individuals (Government of Kerala, 2022). Kerala known for its rich cultural heritage and natural beauty, paved its way in being a popular destination for various events, including weddings, conferences, trade shows, and cultural festivals. The event management industry in Kerala is made up of various players, including event planners, production houses, event equipment rental companies, catering services, and more. The sector has witnessed significant growth due to the increasing demand for professional event management services and the emerging trend of organizing events in unique and exotic locations.

The Government of Kerala has identified event tourism as a key growth area and has taken steps to promote the state as a preferred destination for various events. The progressive shift towards destination weddings and the availability of unique and exotic locations in Kerala have also contributed to the growth of the event management sector in the state. The demand for professionally managed events alongside the government's continued support is paving way for further expansion and innovation.

Event management is morphing into Experience Creation. The demand for personalised and customised events along with entertainment are increasing at a fast rate. This is due to the rapid urbanization and favourable demographics with over 60% expected to be under 35 years old by 2020 (EY-EEMA Survey, 2017). Another reason for growing demand for customized events and entertainment is increased discretionary spending. This development favours the growth of event companies. Today, companies in the Events & Activation sector are required to provide an all-encompassing, multi-channel service to their customers, covering everything from concept creation to promotion, marketing, and on-site implementation, supported by

data-driven consumer insights and advanced technologies (EY Marketers Survey, 2017)

According to the FICCI-EY report jointly launched by FICCI and Ernst and Young LLP, the companies entering into the event sector can survive and win over the customers only by providing and maintaining customer relationship. The FICCI-EY report sheds light on the importance of focusing on customer engagement and creating meaningful customer experiences. The emphasis on personalized services and building strong customer relationships are considered as the strong pillars for growing and surviving in this industry. The event planners are on the verge of implementing customer-centric techniques and strategies as integral components of their business operations. Thus, the companies are now treating Customer relationship management (CRM) as a vital tool for enhancing customer satisfaction, customer relationships and customer loyalty.

Customer relationship management is an emerging challenge for the event industry in Kerala. Building strong relationship quality, ensuring customer satisfaction, and fostering customer loyalty are vital strategies across all business sectors (Malias Ndhlela & Vusumuzi Sibanda, 2018). Customers play a crucial role in the success of any business as they represent the primary source of revenue (Guerola-Navarro et al., 2021). Therefore, developing effective customer relationships has become a key strategic focus for event management companies (H Peeru Mohamed & A Sagadevan, 2003).

Customer Relationship Management (CRM) techniques are essential for events to succeed in this changing landscape since it is critical to comprehend and satisfy Customer expectations. But even with the industry's expansion and acknowledgement of CRM's significance, there is a lack of thorough studies that particularly address the specifics of CRM in Kerala's event management business. Through the present study, the researcher is making an attempt to study the applicability of customer relationship in event management sector in the context of Kerala. The research will explore the key dimensions of CRM, with the goal of providing practical insights and

recommendations to enhance CRM strategies for event management companies in Kerala.

1.2 Significance of the Study

CRM is a vital factor within the event management sector for maintaining relationships, creating memorable experiences, enhancing customer engagement and overall event success. Implementation of CRM dimensions help the event organisers to properly cater to the customers preferences and personalise the services accordingly. A proper understanding of the service quality, relationship quality, event satisfaction and customer loyalty in this sector is highly beneficial for the event management sector for the effective planning and implementation of the events. By understanding the intricate relationships among these dimensions, the event organisers can gain valuable insights that helps in gaining sustainable growth and success of this sector. Understanding these dimensions also enables the event organisers to address the areas needed for improvement, allocate the resources promptly and create a base of loyal and engaged customers. This study is also of use to event marketers who are looking to incorporate CRM practice while designing and executing an event by identifying strategies that effectively enhance customer experiences and loyalty.

This study is significant as it addresses the crucial gap in understanding customer perceptions in the event management sector, focusing on key factors such as service quality, relationship quality, event satisfaction, and customer retention strategies. By exploring these dimensions, the research provides valuable insights into how customers evaluate their experiences and make loyalty decisions. The findings will help event management companies enhance their customer-centric approaches, improve service delivery, and build stronger, lasting relationships with clients. Event industry is an industry which partners with many small businesses and vendors. These service providers and vendors get to understand the service area which needed to be optimised for customer satisfaction and retention. The study also contributes to the limited existing body of knowledge in CRM in event management sector.

1.3 Scope of the study

The present study delivers an in-depth perspective of customers of event management sector on the key dimensions of Customer Relationship Management in Event Management Sector in Kerala. The topical coverage of the study includes service quality, relationship quality, event satisfaction, customer retention, and customer loyalty prevalent in the event sector in Kerala. The scope of the study also includes an examination of demographic variables like age, gender, occupation and educational qualification and their relationships with the key dimensions of CRM to provide insights into how event management organizers in Kerala can effectively cater to the needs of different customer segments.

The year 2022 witnessed a 45% increase in the number of events compared to the figures recorded in 2021. Over 65% of these events comprised of high net worth weddings and managed personal events, making them as the top revenue generator in the event industry (Eventfaqs Bureau, 2022). Thus, the data for the study is collected from the customers who have availed services from event management organizers specialized in personal events such as weddings, birthday parties, family reunions, bridal showers, engagement parties, retirement parties, baby showers, housewarmings, and other similar personal events. The study will be conducted among the event management organizers registered under the two prominent association in Kerala which are Event Management Association Kerala (EMAK) and the Confederation of Event & Entertainment Management Kerala (CEEM) for ensuring a comprehensive understanding of CRM practices in the event management sector in Kerala.

1.4 The Research Problem

The event firms and companies can survive long in the business only by developing intimate relationship with customers (EEMA, 2020). The need to meet rising client expectations, work within budget constraints, adopt sustainable event practices, establish standardized procedures, and develop a regulatory framework are the imminent challenges the industry will face in the near future (Eventfaqs Bureau,

2022). Only through addressing these challenges, the event firms can enjoy the advantage of customer loyalty which will help in retaining the customers. Customer retention is always considered as a profitable choice than acquiring new customers. The number of event firms and companies entering into the event management sector is increasing day by day. Because of this, there is fierce competition among them. Retaining customers through the delivery of high-quality event experiences, with a particular focus on nurturing relationship quality and service quality to foster customer loyalty will improve a company's edge over competitors.

Event sector is a one-to-one service sector where the services are highly customised in nature. The taste and preference of the customers changes with the trends in the market and thus it is really significant to have a one-on-one relationship with the customers. The event owners began recognising how essential it was to have a strong and complete CRM system. As the industry developed, it became more and more clear how important CRM strategies are to managing customer relationships and improving business efficiency.

Customer Relationship Management (CRM) is essential in the event management sector as it enables companies to focus on key clients who bring value, enhance customer satisfaction, and improve overall business performance. Implementation of CRM dimensions help the event organisers to properly cater to the customers preferences and personalise the services accordingly. A proper understanding of the service quality, relationship quality, event satisfaction and customer loyalty in this sector is highly beneficial for the event organisers for the effective planning and implementation of the events. Event companies recognize that the success of CRM practices depends on how deeply and consistently these dimensions are integrated within their operations, as well as on the specific characteristics and scale of the events managed. Perceived service quality, relationship quality, and event satisfaction collectively contribute to building customer loyalty, which is vital for repeat business and maintaining a strong market presence. There is also a need to investigate how relationship quality and event satisfaction mediate the relationship between service

quality and customer loyalty. Addressing these gaps will provide valuable insights to event companies seeking to optimize their CRM initiatives and foster lasting customer relationships.

Although CRM has been studied extensively, there is a noticeable gap in the literature when it comes to research on Customer Relationship Management (CRM) in event management industry. In line with this belief, it is imperative to investigate the research gap which centres around the understanding of factors influencing customer loyalty in this specific industry. While extensive research on CRM and its effects on customer loyalty exists, the application of these concepts within the context of event management remains underexplored. Limited studies have focused on understanding how customers perceive key factors such as service quality, relationship quality, event satisfaction, and customer retention strategies within this industry. This gap underscores the urgent need for further research to understand customers' views and experiences, which are essential for developing effective CRM practices and enhancing customer loyalty in the event management sector. In this regard, it asserts certain questions as to:

(RQ):1. What are the key dimensions of Perceived Service Quality in the Event Management Sector?

(RQ):2. What is the level of relationship quality in the Event Management Sector?

(RQ):3. Are the customers satisfied in the context of event experiences offered by the Event Management Sector?

RQ):4. What is the level of Customer Loyalty in Event Management Sector?

RQ):5. To what extent do Perceived Service Quality, Relationship Quality, Event Satisfaction impact Customer Loyalty of Event Management Sector?

(RQ):6. How does the Relationship Quality and Event Satisfaction mediate the relationship between Perceived Service Quality and Customer Loyalty of Event Management Sector?

(RQ):7. What is the perception of customers regarding the effectiveness of customer retention strategies in Event Management Sector?

The study aims to determine the solutions to these questions in order to provide insight into customer relationship management of Kerala's event management sector's, which is vital to the state's event development, planning, and implementation ultimately enhancing the understanding of Key Dimensions of Customer Relationship Management within the Event Management Sector.

1.5. Objectives of the Study

The overall objective of the study is to study Customer Relationship Management practices in the Event Management Sector in Kerala

1. To investigate the influence of demographic variables on Key Dimensions of Customer Relationship Management in Event Management Sector
2. To examine the effect of Perceived Service Quality, Relationship Quality and Event Satisfaction on Customer Loyalty in the Event Management Sector
3. To study the mediating impact of Relationship Quality and Event Satisfaction over Perceived Service Quality and Customer Loyalty in the Event Management Sector
4. To study the customer's perception on the effectiveness of customer retention strategies in Event Management Sector

1.6. Hypotheses of the Study

Table 1.1

Research Hypotheses for Key Dimensions of Customer Relationship Management in Event Management Sector

Objective 1

To investigate the influence of demographic variables on key dimensions of Customer Relationship Management in the event management sector

H₁ Perceived service quality of the customer significantly varies with Demographic variables

H_{1a} Perceived service quality of the customer significantly varies across gender profiles

H_{1b} Perceived service quality of the customer significantly varies across age profiles

H_{1c} Perceived service quality of the customer significantly varies across educational Qualification

H_{1d} Perceived service quality of the customer significantly varies with the Occupation

H₂ Relationship quality of the customer significantly varies with Demographic variables

H_{2a} Relationship quality of the customer significantly varies across gender profiles

H_{2b} Relationship quality of the customer significantly varies across age profiles

H_{2c} Relationship quality of the customer significantly varies across educational Qualification

H_{2d} Relationship quality of the customer significantly varies with the Occupation

H₃ Event satisfaction of the customer significantly varies with Demographic variables

H_{3a} Event satisfaction of the customer significantly varies across gender profiles

H_{3b} Event satisfaction of the customer significantly varies across age profiles

H_{3c} Event satisfaction of the customer significantly varies across educational Qualification

H_{3d} Event satisfaction of the customer significantly varies with the Occupation

H₄ Customer loyalty significantly varies with Demographic variables

H_{4a} Customer loyalty of the customer significantly varies across gender profiles

H_{4b} Customer loyalty of the customer significantly varies across age profiles

H_{4c} Customer loyalty of the customer significantly varies across educational Qualification

H_{4d} Customer loyalty of the customer significantly varies with the Occupation

Objective 2

To examine the effect of Perceived Service Quality, Relationship Quality and Event Satisfaction on Customer Loyalty in the Event Management Sector

H₅ Perceived Service Quality, Relationship Quality, Event Satisfaction significantly influences Customer Loyalty

H_{5a} Perceived Service Quality significantly influences Customer Loyalty

H_{5b} Perceived Service Quality significantly influences Relationship Quality

H_{5c} Perceived Service Quality significantly influences Event Satisfaction

H_{5d} Relationship Quality significantly influences Customer Loyalty

H_{5e} Event Satisfaction significantly influences Customer Loyalty

Objective 3

To study the mediating impact of Relationship Quality and Event Satisfaction over Perceived Service Quality and Customer Loyalty in the Event Management Sector

H₆ Relationship Quality and Event Satisfaction significantly mediates the relationship between Perceived Service Quality and Customer Loyalty

H_{6a} Relationship Quality significantly mediates the relationship between Perceived Service Quality and Customer Loyalty

H_{6b} Event Satisfaction significantly mediates the relationship between Perceived Service Quality and Customer Loyalty.

Objective 4

To study the customer's perception on the effectiveness of customer retention strategies in Event Management Sector

H7 Customer perception about Customer Retention Strategies in Event Management Sector significantly varies with Demographic variables

H_{7a} Customer perception about customer retention strategies in event management sector significantly varies across gender profiles

H_{7b} Customer perception about customer retention strategies in event management sector significantly varies across age profiles

H_{7c} Customer perception about customer retention strategies in event management sector significantly varies across Educational Qualification

H_{7d} Customer perception about customer retention strategies in event management sector significantly varies across Occupation

Source: Prepared by the Researcher

1.7 Model Extracts and the Variables of the study

The objective of this research is to understand the perspective of the customers regarding dimensions of CRM in event management sector. For the purpose of measuring different variables of the research model, different scale items were compiled from the literature in connection with CRM. The scale items thus compiled was modified to fit in the context of Event management sector. As per the objectives of the study, the researcher has used various theoretical models developed by previous researchers in the field of marketing, CRM and event management. The table no: 1.2 presents a compilation of extracts drawn from prior research studies.

Table 1.2

Source for scale adaptation

Variables	Constructs	Source for scale adaptation
Event satisfaction	<ul style="list-style-type: none"> • Accessibility • Amenities • Appetite • Venue • Staff 	a. Baker, Dwayne A., and John L. Crompton. 2000. "Quality, satisfaction and behavioral intentions." <i>Annals of Tourism Research</i> 27 (3):785-804.

Variables	Constructs	Source for scale adaptation
		b. Xin, Karin Weber, and Thomas Bauer. 2012. "Impact of clusters on exhibition destination attractiveness: Evidence from Mainland China." <i>Tourism Management</i> 33 (6):1429-1439
Service quality	<ul style="list-style-type: none"> • Tangibility • Assurance • Responsiveness • Empathy • Reliability 	<ul style="list-style-type: none"> • Parasuraman A., Valarie A. Zeithaml and Leonard L. Berry. "SERVQUAL: A Multiple Item Scale for Measuring Consumer Perceptions of Service Quality."
Relationship quality	<ul style="list-style-type: none"> • Trust • Information sharing and communication quality • Commitment • Long term orientation 	<ul style="list-style-type: none"> • Carmen Lages, Cristiana Raquel Lages and Luis Filipe Lages. "The RELQUAL Scale: A Measure of Relationship Quality in Export Market Ventures."
Customer loyalty	<ul style="list-style-type: none"> • Loyalty • Switch • Pay more • External response 	<ul style="list-style-type: none"> • Zeithaml, Valarie A, Leonard L Berry, and Ananthanarayanan Parasuraman. 1996. "The behavioral consequences of service quality." <i>Journal of Marketing</i> 60 (2):31-46.

Source: Prepared by the Researcher

1.7.1 Event satisfaction

This study measures Event Satisfaction through multiple dimensions adapted from established scales in tourism and event management literature. Key constructs include Accessibility, Amenities, Appetite, Venue, and Staff, each representing critical factors contributing to the overall satisfaction of event attendees. The scale for event satisfaction is primarily adapted from Baker and Crompton (2000) and Xin et al. (2012), who emphasize the role of these constructs in shaping customer satisfaction and behavioural intentions in service contexts.

Accessibility addresses the ease with which customers can access the event location and facilities. This includes factors such as venue accessibility (Goldblatt, 1997; Loos et al., 2008), restroom accessibility (Lee & Beeler, 2007; Crompton, 2003), event space accessibility (McCain et al., 2005; Wilkins et al., 2007), physical accessibility (Murray & Howat, 2002; Hudson et al., 2004), and facility proximity (Cole & Illum, 2006; Hsieh et al., 2008). These dimensions ensure that the physical environment supports diverse customer needs, including those with mobility impairments.

The Amenities construct evaluates the quality and adequacy of technical amenities such as sound quality and volume (Bowdin et al., 2011), decor and aesthetic appeal (Baker & Crompton, 2000; Caro & García, 2008), equipment and furnishing quality (Lee & Beeler, 2007), and safety and security assurances (O'Neill et al., 1999; Cronin et al., 2000; Getz et al., 2007). Amenities also cover value additions from entertainment and activities, which enhance the overall event experience (Kelly & Turly, 2001; Yuan & Jang, 2008).

The Appetite variable measures food and beverage satisfaction, including variety and taste (O'Neill et al., 1999; Akbaba, 2006), presentation and quality, availability of dietary options, timing and frequency of service, and cleanliness and hygiene (Murray & Howat, 2002; Berridge, 2015). The Venue construct evaluates factors such as cleanliness and maintenance (Cronin et al., 2000; Lee & Beeler, 2007), lighting and temperature comfort (Hudson et al., 2004), spaciousness (Getz et al., 2001), adequacy of parking facilities, signage for guidance (Baker & Crompton, 2000), and accessibility features for guests with disabilities (McCain et al., 2005). Lastly, Staff quality is assessed based on helpfulness, friendliness, knowledgeability, professionalism, appearance, problem-handling ability, and their interest in enhancing guest experience (Oh, 1999; Pillwatsch, 2003; Nathanail, 2008).

Table 1.3

Key Constructs and Indicators Influencing Event Satisfaction

Constructs	Indicators
Accessibility	Venue Accessibility
	Restroom Accessibility
	Event Space Accessibility
	Physical Accessibility
	Facility Proximity and Accessibility
Amenities	Technical Amenities
	Sound Quality and Volume Appropriateness
	Decor Aesthetic Appeal
	Equipment and Furnishing Quality
	Safety and Security Assurance
Appetite	Value Addition from Entertainment and Activities
	Variety and taste of food and beverages
	Presentation and quality of the food and beverages
	Dietary Options Availability
	Timing and frequency of the food and beverage service
Venue	Cleanliness and hygiene
	Cleanliness and Maintenance of the Venue
	Comfort of Lighting and Temperature
	Spaciousness for Guest Accommodation
	Adequacy of Parking Facilities
Staff	Accessibility Features for Guests with Mobility Impairments
	Appropriate Signage for Guidance
	Helpfulness and friendliness of staff
	Knowledgeability of staff
	Professionalism and appearance of staff
	Capability of staff in handling any issues that arose
	Staff interest to enhance Guest Experience

Source: Prepared by the Researcher

1.7.2 Service Quality

Service Quality is measured using a multidimensional framework adapted from the SERVQUAL model proposed by Parasuraman, Zeithaml, and Berry (1988), which has been widely used in the service industry to assess consumer perceptions. The model is composed of five key dimensions: Tangibility, Reliability, Responsiveness, Assurance, and Empathy, each representing distinct aspects of service quality that influence customer satisfaction and event experiences.

Tangibility refers to the physical aspects of service delivery, including modern and well-maintained physical facilities (Baker & Crompton, 2000), well-groomed and professional staff (Murray & Howat, 2002), and the availability of user-friendly tools for event planning (Hyun et al., 2019). It also includes the customization of event services and the availability of surrounding facilities, which together contribute to creating a positive and accessible event experience for attendees.

Reliability focuses on the consistency and dependability of the service provider in fulfilling promises and meeting customer expectations. This dimension includes factors such as the ability to handle schedule changes effectively (Mensah et al., 2023), maintaining accurate timelines (Tian et al., 2021), and demonstrating professional competence throughout the event (Biscaia et al., 2023). Flexibility in accommodating changes and ensuring timely adherence to schedules is critical for ensuring a smooth event experience and fostering trust with customers.

Responsiveness involves how quickly and effectively the service provider addresses customer needs and issues. This includes the effectiveness of problem handling (Ma & Kaplanidou, 2021), staff attentiveness (Chen et al., 2021), and urgency in responding to issues. Communication regularity and a proactive service approach further enhance responsiveness, ensuring that customers feel supported and valued throughout the event process.

Assurance refers to the confidence customers feel in the service provider, driven by clear and transparent service information (An et al., 2020), staff approachability, and pricing transparency. The ability to resolve issues competently and maintain data confidentiality is vital for reinforcing customer trust and confidence in the service provider. Lastly, Empathy is a critical factor in delivering personalized and attentive

service, with indicators such as staff warmth, empathetic problem handling (Kang et al., 2020), and flexibility in accommodating last-minute changes. Exceeding customer expectations is key to fostering strong customer relationships and loyalty, ensuring a successful event experience.

Table 1.4

Key Constructs and Indicators for Assessing Event Service Quality

Constructs	Indicators
Tangibility	Modern and well-maintained physical facilities.
	Well-groomed and professional staff.
	Easy-to-use online tools for event planning.
	Event Service Customization Availability of Surrounding Facilities.
Reliability	Promise Fulfillment
	Flexibility with Changes
	Schedule Accuracy
	Professional Competence Timeline Adherence
Responsiveness	Problem-Handling Effectiveness
	Staff Attentiveness
	Issue Response Urgency
	Event Communication Regularity Proactive Service Approach
Assurance	Service Information Clarity
	Staff Approachability
	Pricing Transparency
	Issue Resolution Competence Data Confidentiality
Empathy	Staff Warmth and Appreciation
	Service Personalization
	Empathetic Problem Handling
	Last-Minute Flexibility Expectation Exceedance

Source: Prepared by the Researcher

1.7.3 Relationship Quality

Relationship Quality is a critical construct in measuring the strength and longevity of the relationship between event management companies and their clients. The RELQUAL scale developed by Lages, Lages, and Lages (2009) serves as the foundation for assessing relationship quality in the context of event management. This scale includes four key constructs: Trust, Information Sharing and Communication Quality, Commitment, and Long-Term Orientation, all of which are vital for building and maintaining long-term, successful partnerships with clients.

Trust is fundamental to relationship quality, encompassing customers' confidence in the reliability and honesty of the event management provider. Trust is measured through indicators such as trustworthiness (Singh, 2023), business transparency (Huang, 2012), accountability (Abo-Rumman, 2011), the company's event management track record, and its ability to fulfil promises. These factors collectively build client confidence in the company's ability to meet their expectations and deliver high-quality services consistently.

Commitment reflects the event management company's dedication to investing in and nurturing strong, long-term client relationships. Key indicators include resource and time investment, long-lasting relationship intent, high relationship investment, and a willingness to make above-and-beyond efforts (Alwie, 2008). A company's commitment to meet specific needs and requests demonstrates its focus on personalized service, fostering customer satisfaction and loyalty.

Information Sharing and Communication Quality is essential for maintaining transparency and trust between the service provider and the client. It involves consistent communication, communication transparency, and the clarity of instructions. Communication time adequacy and regular updates during the planning process ensure that clients are always well-informed and confident in the progress of their event.

Long-Term Orientation emphasizes the importance of building enduring partnerships with clients. This includes a long-term partnership focus, understanding long-term

client needs, proactive complaint resolution, and a commitment to continuous improvement. Companies that actively seek feedback-based adaptability demonstrate their capacity to evolve based on client feedback, ensuring sustainable and mutually beneficial relationships.

Table 1.5

Constructs and Indicators for Measuring Relationship Quality in Event Management

Constructs	Indicators
Trust	Trustworthiness
	Business Transparency
	Accountability
	Event Management Track Record
	Promise Fulfillment
Commitment	Resource and Time Investment
	Long lasting Relationship Intent
	High Relationship Investment
	Above-and-Beyond Effort
	Committed to meet specific needs and requests
Information sharing and communication quality	Consistent Communication
	Communication Transparency
	Instruction Clarity
	Communication Time Adequacy
	Regular Planning Process Updates
Long-term orientation	Long-Term Partnership Focus
	Understanding Long-Term Needs
	Proactive Complaint Resolution
	Continuous Improvement Commitment
	Feedback-Based Adaptability

Source: Prepared by the Researcher

1.7.4 Customer Loyalty

Customer Loyalty is a key construct in service marketing, particularly in the context of event management, as it reflects the extent to which customers remain committed

to a service provider over time. The model used in this study is based on the work of Zeithaml, Berry, and Parasuraman (1996), as presented in their article "The Behavioural Consequences of Service Quality". The model suggests that customer loyalty is driven by several behavioural outcomes, and it is measured through four key dimensions: Loyalty, Switch, Pay More, and External Response. Each of these dimensions captures a different aspect of customer behaviour that helps assess loyalty and its impact on long-term customer relationships.

The Loyalty dimension, as proposed in the model, includes indicators such as positive word-of-mouth (Ralston et al., 2007), recommendation likelihood (Chen et al., 2021), and the customer's willingness to encourage others to engage with the service provider (Kim, M.-S. et al., 2020). Loyal customers are also more likely to make the service provider their first choice for future events and indicate future business intentions. These behaviours suggest a strong commitment to the event management company, which is crucial for customer retention and sustained business growth (Shonk et al., 2017).

The Switch dimension focuses on the potential for customers to leave the service provider for a competitor. Key indicators of switching behaviour include reduced future business and intent to switch to a competitor (Du et al., 2020). This dimension helps to understand the risks of customer churn, which can occur when a customer feels dissatisfied or finds a better service elsewhere.

Pay More reflects customers' price tolerance and willingness to pay more for better quality services. This dimension indicates that loyal customers are often willing to invest more in services they trust and value. The willingness to pay more is an essential factor for companies aiming to maintain competitive pricing strategies while delivering superior value. Customers who show this behaviour contribute to the financial success of event management companies, as they are less sensitive to price fluctuations (Bhattacharyya et al., 2021).

The External Response dimension measures customers' reactions when they are dissatisfied with the service, including competitor switching intent and complaints to both customers and external agencies (Méndez-Aparicio et al., 2021). This dimension

helps to identify the impact of dissatisfaction on the company's reputation and emphasizes the need for timely and effective problem resolution to maintain customer loyalty (Mason et al., 2013).

Table 1.6

Key Constructs and Indicators for Assessing Customer Loyalty

Constructs	Indicators
Loyalty	Positive Word-of-Mouth
	Recommendation Likelihood
	Encouragement to Others
	First Choice
Switch	Future Business Intentions
	Reduced Future Business
	Switch to Competitor
Pay More	Price Tolerance
	Willingness to Pay More
External Response	Competitor Switching Intent
	Complaints to Customers
	Complaints to external Agencies

Source: Prepared by the Researcher

1.8. Methodology of the Research

The research methodology employed in this study is laid out below.

1.8.1. Research design

The research design of this study is descriptive in nature. This study is descriptive as it studies the Customer Relationship Management in Event Management Sector by determining the service quality, relationship quality, event satisfaction, customer loyalty and customer retention strategies by observational method. This study describes the characteristics, behaviour and attitude of the customers in the Event Management Sector and serve as a foundation for further research.

1.8.2. Data Source used for the Research

The current study mainly used data from primary sources. Secondary data were also used to get an insight regarding the event management sector and its present scenario.

a. Primary Data

The Primary Data for this study is collected from customers of Event Management Sector in Kerala. The data is collected with questionnaire drafted for this purpose to understand the perceptions of customers regarding the service quality, relationship quality, event satisfaction, customer retention and customer loyalty in the event management sector.

b. Secondary Data

The Secondary Data for this study is compiled from articles, newspapers, literature reviews and websites. The current state of event industry in India published in EY Marketers survey and articles published in various national and international journals and newspapers have been considered for this study. Academic journals have been referred to understand the different dimensions of CRM in other service sectors for framing the literature base for the study.

1.8.3. Tools for Data Collection

A structured questionnaire was prepared for collecting the primary data from the respondents. The aim of questionnaire survey is to gather valid, reliable and accurate information from the respondent's point of view (Hair et al., 2016). Hair et al., opined that for answering research questions which are descriptive in nature, the survey method using the questionnaire is the most preferred choice.

The questionnaire was framed to investigate the customers perspective regarding the service quality, relationship quality, event satisfaction, customer loyalty and customer retention in the event management sector in Kerala and was distributed to event customers across diverse locales within Kerala.

The questionnaire has been prepared by extracting the constructs from the various research models which are already developed and tested. However, these constructs have been modified according to the suitability of the event management sector. The questionnaire thus prepared was pretested and the validity and reliability have been duly tested before distributing it to respondents.

The questionnaire was divided into 6 sections. Section A deals with the demographic profile of the respondents. It includes questions related to gender, education, age, occupation and the type of event for which event management company was approached for. The questions related to frequency of using such services were also included in this section. Section B deals with the perception of the customers regarding the event satisfactions based on their event experiences. Section C consists of statements to analyse the service quality prevailing in the event management sector. Section D included the various dimensions of Relationship quality in the event sector. Section E consists of statements to know the customer loyalty in the event management sector. Section F consists of various customer retention strategies prevalent in the event management industry which has been coined after the discussions and interviews with the field expert and event organisers to measure the effectiveness of each strategy implemented in the event industry.

1.8.4. Population of the study

The population of the study included the customers of the Event Management Organisations specialising in Private events who have registered under the two associations EEMA and CEEM within the time period of January 2019 to January 2024. The required sample needed for this study is incorporated from this accessible population.

1.8.5. Sampling Method

Multi stage random sampling is used for the selection of samples from different locales of Kerala. The first step in multistage random sampling consists of dividing the population into clusters for selecting the Primary Sampling Units (PSUs). Seven districts out of the 14 districts in Kerala is selected using lottery method. The selected

districts were Kannur, Calicut, Malappuram, Ernakulam, Trivandrum, Kollam and Kottayam.

The second stage consists of dividing the PSUs into further clusters which are termed Secondary Sampling Units (SSUs). The second stage comprises of selecting the event management companies registered under EMAK and CEEM. A total of 408 event management companies were registered under EMAK and CEEM in these seven districts. From this, event firms were selected randomly in proportion to the number of firms registered by using lottery method.

Table 1.7

Selection of PSUs and SSUs

Sl. No.	District	Number of firms registered	Number of firms selected
1	Kannur	32	8
2	Calicut	65	16
3	Malappuram	55	14
4	Ernakulam	110	27
5	Trivandrum	94	23
6	Kollam	24	5
7	Kottayam	28	7
	Total	408	100

Source: Prepared by the Researcher

The third stage comprises of determining the Ultimate Sampling Units (USUs). Here the customers are selected. A total of 7585 customers list was obtained from 100 event management companies registered. From the selected event management firms, the entire list of customers in each district are prepared. Customers were randomly selected in proportion to their distribution in each district using the Random Number Table method, ensuring unbiased and systematic selection. In the Random Number Table method, each customer is given a unique number. Starting from a random spot in the table, numbers are read one by one and matched with the customer list.

Table 1.8*Selection of USUs*

Sl. No.	District	Number of Customers	Number of customers selected
1	Kannur	467	40
2	Calicut	1153	99
3	Malappuram	745	64
4	Ernakulam	2354	202
5	Trivandrum	2108	181
6	Kollam	350	30
7	Kottayam	408	35
	Total	7585	651

*Source: Prepared by the Researcher***1.8.6. Sample Size Estimation**

The sample size for this study was determined using the Raosoft Sample Size Calculator, which calculated the minimum required sample size based on a 95% confidence level, a 5% margin of error, and a response distribution of 50%. Based on these parameters, a total of 366 samples were deemed sufficient for the study.

For determining the appropriate sample size in this study, the item-to-response ratio method was adopted, as recommended by Hinkin (1995), Rummel (1970), and Schwab (1980). This method is widely recognized and commonly applied in organizational research, especially when using Partial Least Squares Structural Equation Modelling (PLS-SEM). It emphasizes that the item-to-response ratio should range from 1:4 to 1:10. The researcher applied this method to the current study. Hinkin's ratio method stood out as more relevant considering the scope of the study. The current study had 93 response statements that measured the specific constructs of the study. Based on Hinkin's ratio, a suitable sample size would range between 372 (93*4) and 930 (93*10). This sample size aligns with the median sample size found in similar studies, which was calculated to be 651. The value was computed by averaging the lower and upper bounds of the range: $(372 + 930) / 2 = 651$. A total of

about 740 questionnaires were distributed to the sample population in the above-mentioned geographical region. Out of the total 680 collected responses, 651 were fit to be included in the sample for final testing. Additionally, PLS has been utilized in data analysis to evaluate the assumptions using Structure Equation Modelling (SEM).

1.8.7. Pilot study

The researcher conducted a pilot study to pretest the questionnaire to assess the validity and reliability of the scale items under each variable. The objective of pilot study is also to ensure the understandability of the questions among the respondents. The pilot study was done by collecting the data from 75 customers of the Event Management Sector in Kerala. The sample included respondents from both genders and also working in different sectors of the society. Double barrelled questions and questions not responded by the respondents were removed after the pilot study. Questionnaire was also fine-tuned and statements reframed to improve the overall simplicity of the questionnaire.

1.8.8. Reliability of the Data

The reliability analysis is done to measure the ability of the scale in providing stable and consistent results (Carmines, E.G.& Zeller, R.A. (1979). A scale is considered reliable if it repeatedly yields the same result under constant conditions (Moser, C.A. & Kalton, G. 1989). In PLS-SEM, composite reliability is selected above Cronbach's alpha when assessing the internal consistency dependability of the measurement model. Cronbach's Alpha is typically used to assess the reliability of internal consistency. However, because it is sensitive to the number of elements on the scale, it is not appropriate for PLS-SEM. Consequently, when applied to PLS path models, Cronbach's Alpha results in a significant underestimation (Werts, Linn, & Joreskog, 1974).

Table 1.9*Composite Reliability and Cronbach's Alpha*

Dimensions	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Perceived Service Quality	0.926	0.921	0.925
Relationship Quality	0.945	0.946	0.942
Event Satisfaction	0.938	0.941	0.943
Customer Loyalty	0.911	0.913	0.927

Source: Primary Data

The composite reliability of the Constructs such as Perceived Service Quality, Relationship Quality, Event Satisfaction and Customer Loyalty is found to be 0.925, 0.942, 0.943 and 0.927 respectively replicating their higher levels of internal consistency reliability. Prior research suggests that a threshold level of 0.60 or higher is required to demonstrate a satisfactory composite reliability in research, but that should not exceed the 0.95 level (Hair et al., 2013).

1.8.9. Validity of the Data

The validity of the measurement instrument is to measure what it is intending to measure (Rosenthal, R., et al. 1984). Validity of an instrument is considered as a critical aspect of a research to make sure the conclusions drawn from the data are meaningful and trustworthy (Frankfort-Nachmias, C., & Nachmias, D., et al. 1992).

Content Validity

It refers to the extent to which the instrument represents all the domains relevant to the construct being measured. It is often assessed through expert judgement and through review of existing literature (Hair, et al (1998)). In this research, the content validity was measured by approaching the experts in the field of Customer Relationship Management and Event Management Sector. The experts include specialist in the field of marketing, service quality, relationship marketing, event owners and organisers and also other researchers doing similar topics. The

questionnaire was finalised based on the reviews and suggestions provided by these experts.

Convergent Validity

It is the extent to which the measurement instrument measures the underlying theoretical constructs. Here the researcher has used convergent validity and discriminant validity to measure the construct validity. As the Average Variance Extracted (AVE) is above the threshold level of 0.5, the measurement model has satisfied the convergent validity. The Fornell-Larcker Criterion (LVC) is used by the researcher to assess the discriminant validity and the scores revealed that the measurement model satisfied the discriminant validity.

1.8.10. Test for Normality

Descriptive statistics were calculated to assess the normality of the Customer Relationship Management (CRM) variables. The mean values of all variables were positive, indicating that the data are centered above zero. The standard deviations were relatively small, suggesting that the data points are clustered closely around their respective means. According to Kim (2013), skewness and kurtosis should be examined for normality regardless of sample size; however, for samples exceeding 300, histograms and absolute skewness and kurtosis values are more reliable than z-values. Hair et al. (2018) state that data can be considered approximately normal if skewness lies between -2 and $+2$ and kurtosis lies between -7 and $+7$. In this study, all CRM variables fall within these ranges, indicating that they are approximately normally distributed and suitable for subsequent parametric analyses.

1.8.11. Tools Employed for Data Analysis

The researcher has used One-sample T-test and ANOVA to test the hypothesis. Post Hoc such as Tukey's Honestly Significant Difference (HSD) test were used after the ANOVA to identify the group differences as there were multiple group comparisons.

SEM is a powerful statistical tool of a researcher to study the complex theoretical models and to understand and analyse the relationship between different variables.

Two fundamental SEM methods have been proposed: covariance-based structural equation modelling (CB-SEM) and partial least squares structural equation modelling (Hair et al., 2022). PLS-SEM helps in measuring the relationships among the multiple constructs (Hair et al., 2014). Along with efficient path modelling, PLS-SEM aid as a valuable tool for sophisticated structural measurement (Lowry & Gaskin, 2014). PLS-SEM is considered as the most appropriate tool when formative constructs are included in the study and when for understanding the theoretical model created, the higher order constructs are needed (Hair et al., 2022). When the study has constructs with multiple indicators, PLS-SEM can be used to arrive at a comprehensive and robust analysis (Ramli, N. A., Latan, H., & Nartea, G. V. 2018). PLS-SEM is also identified as the best tool for studies dealing with mediating variables as this provides results less contradictory in terms of detecting mediation effects (Ramli, N. A., Latan, H., & Nartea, G. V. 2018). The researcher has used PLS-SEM due to its advantages and wide acceptance. The study includes a number of constructs and indicator due to which the researcher opted for PLS-SEM to effectively handle this complex model. Smart PLS-SEM Version 4 is used for the analysis. IBM SPSS statistics 26 and MS Excel were also used to arrive at meaningful interpretation of the data.

1.9. Period of the Study

The period of study is during 2019-2024. The primary data have been collected by the researcher from the customers of event management companies specialising in private events who has registered under the associations between the period January 2023 to January 2024.

1.10. Limitations of the study

- The reluctances of the respondents to disclose their personal details was a major limitation faced by the researcher. The researcher had to remove certain questions after pilot study due to this.
- The present study deals exclusively on the qualitative measures without incorporating much quantitative data which might affect the total comprehensiveness of the findings.

- The tendency of the respondents to provide socially desirable responses might create biasness during the data collection stage.

1.11. Operational Definitions

Event Management Sector

The industry involved in the planning, organising and executing the various events are known as Event Management Sector. This sector involves any event management organisers, companies or firms both in organised and unorganised sector dealing with different types of events such as private events, corporate events, cultural events, sports events and trade shows and exhibitions.

Event Experience

Event Experience refers to the perceptions, feelings and the holistic impression and impact the customers experience during and after attending an event. Event experiences are based on a number of components such as the event quality, overall ambience, the organising factor and the enjoyment factor. Event experiences pave the way for event satisfaction, loyalty and positive behavioural intentions.

Event Quality

Event quality refers to the feeling of fulfilment of the customers' needs and expectations regarding an event. It is the ability of an event to leave an impactful and memorable experience. Event Quality is based on the amenities in an event, the ambience, professionalism of the event team and the overall atmosphere.

Event Satisfaction

Event Satisfaction refers to the positive feelings experienced by the attendees due to the event quality, event experiences and overall convenience after attending an event. High level of event satisfaction is achieved when the attendees surpass or meets their expectations and fulfil their needs and desires.

Event attendees

Event attendees are the people who attend the events. Event attendees include individuals like participants, organisers, spectators or delegates depending upon the nature and type of the events. In private events, the event attendees are mainly guests and family members.

Private Events

The events which are organised for personal or social purposes are known as private events. Private events consist of weddings, birthday party, house warmings, anniversaries and family reunions. These are the gatherings and celebrations limited to a specified group of people. Private events focus on personalization and creation of experiences so as to build an impactful and memorable moments among attendees.

Customer Relationship Management (CRM)

CRM refers to the strategies, policies and dimensions implemented in an organisation for acquiring and retaining the customers. It is the process of integrating customer service, marketing techniques and technology to focus on the customers need to maintain long term relationships. It involves managing interactions before, during, and after events to build strong relationships and ensure customer loyalty.

Service Quality

Service quality in the event management sector refers to how well an event company meets or exceeds customer expectations through its services. It includes factors such as responsiveness, reliability, professionalism, and attention to detail during the planning and execution of events. Service Quality consists of various dimensions like tangibility, responsiveness, assurance, empathy and reliability.

Relationship Quality

Relationship Quality is the quality of the relationship between event organizers and their customers. It refers to the strength and depth of the connection between them. It is the psychological assessment regarding the trust, commitment, long term

orientation and communication delivered by the service provided as perceived by the customers.

Customer Loyalty

Customer Loyalty refers to the positive attachment and emotional commitment demonstrated by the customers towards a particular product or a service provider. It is built through consistent positive experiences, trust, and satisfaction with the services provided by the event organisers to its customers.

Customer Retention Strategies

Customer Retention Strategies refer to the measures and tactics used by the event organisations to maintain long-term relationships with existing customers, enhance customer loyalty, and reduce customer turnover. It is the planned actions and practices designed to keep existing clients engaged and encourage repeat business. It includes a number of strategies such as discount coupons, loyalty cards, feedback mechanisms, complementary programs, add on services, service enhancements and grievance redressal programs.

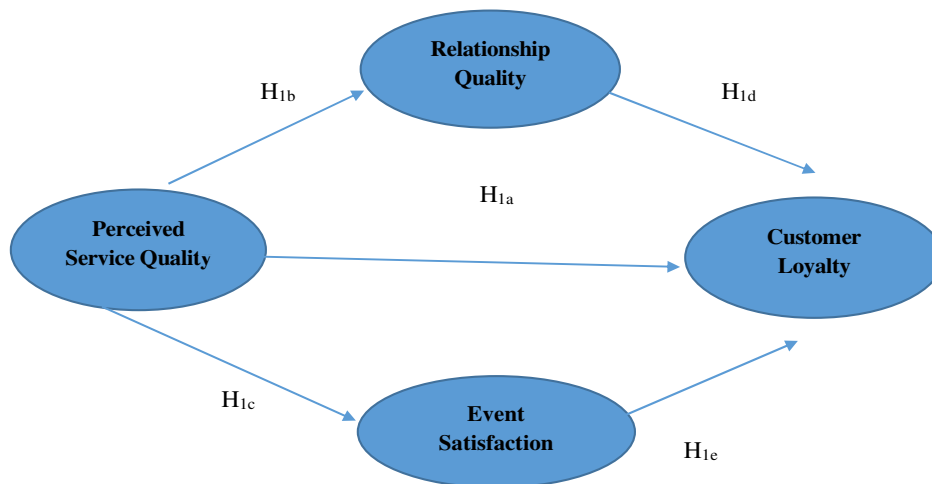
1.12. Theoretical Model

A theoretical model was framed on the basis of the extended review of literature in the field of CRM and Event Management Sector. The model is based on the relationship between the various constructs in the study which are service quality, relationship quality, event satisfaction and customer loyalty. Figure 1.1 depicts the conceptual model of CRM and its dimensions in the event management sector.

Research Model of Key Dimensions of Customer Relationship Management in Event Management Sector

Figure 1.1

Hypothetical Research Model



Source: Prepared by the Researcher

1.13. Structure of the thesis

Chapter 1

This chapter consists of the background of the research, research gap, the research problem, objectives of the study, hypotheses of the study, significance, scope of the study, model extracts and variables used for the study, methodology of the research, pilot study, validity and reliability, tools employed for data analysis, time horizon of the study, limitations of the study, operational definitions and the theoretical model.

Chapter 2

This chapter serves as a brief overview of the literature that was reviewed to establish the foundation for the current research. This chapter involves reviews on Customer Relationship Management, CRM in Service Industries, Studies related to Key Dimensions of CRM such as service quality, relationship quality, event satisfaction, customer loyalty and customer retention. The chapter also deals with Studies related to Event Management and reviews focusing on the relationship between Event

Satisfaction, Service Quality, Relationship Quality and Customer Loyalty in Event Sector.

Chapter 3

This chapter deals with the conceptual and theoretical framework and comprises of introduction to Event Management Sector, types of events, an overview of the Event Management Sector in India and Kerala. The chapter also deals with theoretical framework related to service quality, relationship quality, event satisfaction, customer loyalty and customer retention.

Chapter 4

The fourth chapter focus on the perception of customers regarding the Service Quality, relationship quality, event satisfaction and customer loyalty in the Event Management Sector in Kerala. The chapter also deals with the influence of demographic variables on key dimensions of Customer Relationship Management in the Event Management Sector.

Chapter 5

This chapter deals with the effect of Perceived Service Quality, Relationship Quality and Event Satisfaction on Customer Loyalty and the role of Relationship Quality and Event Satisfaction mediating the relationship between perceived Service Quality and Customer Loyalty in the Event Management Sector. SEM was employed to explain the relationship between these variables.

Chapter 6

The chapter 6 deals with identification and evaluation of the effectiveness of customer retention strategies in the Event Management Sector and also the influence of demographic factors on these retention strategies.

Chapter 7

This chapter provides a comprehensive overview of the entire research. It offers a concise summary of the study, discusses the key findings derived from the analysis, and concludes the research with a formal closing.

Chapter 8

The last chapter explains the recommendations and further scope of this study.

Chapter 2

REVIEW OF LITERATURE

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2.1 Introduction

The literature review chapter offers a deeper idea of the previous contribution in the research context, permitting researchers to acquire perspectives into prior literature, determine study gaps, and ascertain trends. The literature review method in this research is classified into two major segments. Initially, the literature review stresses developing a bibliometric analysis of research about CRM (“Customer Relationship Management”) within the field of service sectors. Bibliometric analysis stands for a quantitative design that analyzes the research findings, consisting of influential authors, citation networks, and publication trends, providing an inclusive assessment of the academic setting. This initial segment empowers the researcher to assess the intellectual framework and determine clear concepts, themes, and encouraging activities in the CRM study context. The second segment encompasses a detailed thematic analysis of major CRM dimensions, consisting of customer loyalty, event satisfaction, relationship quality, and service quality.

Moreover, the literature review emphasizes their significance and integration in the event management industry, underscoring the requirement for robust CRM policies in customer-focused sectors. Therefore, both these segments offer a strong base for covering the study gaps in CRM implementation within the event management industry in Kerala.

2.2 Bibliometric Analysis

The systematic literature review process includes bibliometric analysis, which is largely implemented to identify gaps for further investigation, synthesize knowledge, and determine significant research (Linnenluecke et al., 2020). Broadus (1987) defined bibliometric analysis as a multidisciplinary method that encompasses both mathematical and statistical tools to examine bibliographic data. This analysis is considered an effective technique for evaluating previous research findings (Cividatti et al., 2021).

In this research, the bibliometric analysis incorporates science mapping techniques and performance evaluation. Science mapping concentrates on investigating bibliographic networks, including keyword occurrences, thematic clusters, institutional collaborations, and co-citation associations, applying a quantitative analytic approach. At the same time, performance evaluation inspects citation metrics, authorship patterns, and publication trends, offering perspectives into the productivity and effect of study participation.

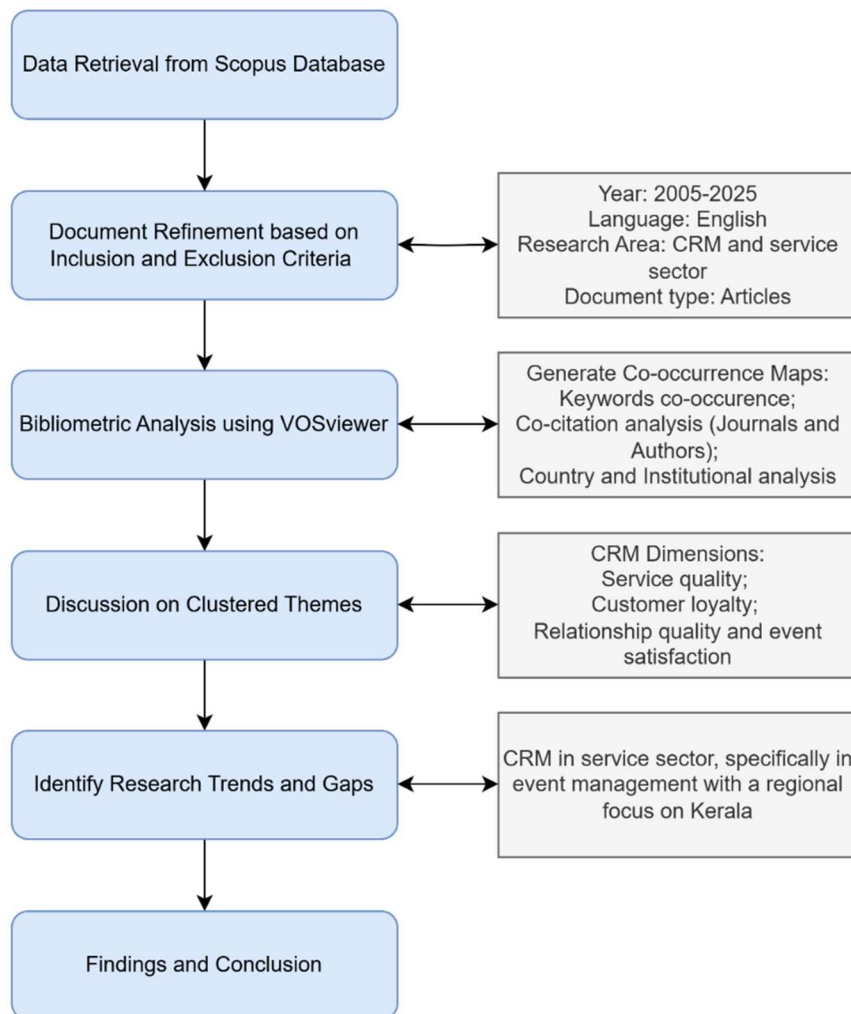
VOSviewer, a science mapping tool, is employed to visualize and examine bibliometric evidence, showing the trends and associations in CRM research. The VOSviewer process was successfully adopted in several dimensions, such as event satisfaction, customer loyalty, relationship quality, and service quality. This research ascertains the influential study participation, intellectual model of CRM study, and the appearing themes by applying this technique, facilitating actionable perspectives into its implementation in the field of event management.

2.3 Overview of Literature Review Process

The following diagram explains the complete literature review process (Figure 2.1).

Figure 2.1

Literature Review Protocol



Source: Prepared by Researcher

2.4 Data Collection Methods

The process of data collection seems an essential element of bibliometric analysis, confirming the inclusion of high-quality and significant scholarly materials. The emphasis of this research was on collecting bibliographic evidence about CRM within the setting of event management and service. All the data was collected from an

authentic academic database following the structured process, such as refining the dataset to integrate with the study objectives, incorporating robust search engines, and determining suitable sources.

2.4.1 Data Source

For the bibliometric analysis, the Scopus database seems to be the primary data source, which is largely identified for its wide exposure to diverse scholarly practices, including conference papers and academic journals. Scopus is chosen for its inclusive indexing of multidisciplinary study and wide source of peer-reviewed journals, conducting it appropriate for research in management, business, and social sciences. The bibliographic evidence collected from Scopus consist of significant details, including the citation metrics, keywords, institutional affiliations, journal name, year of publication, author name, and title of the journal. Such information forms the groundwork for assessing the thematic clusters, citation networks, and publication trends in CRM study. Therefore, the database of Scopus confirmed the dataset's validity and reliability, which seems essential for generating relevant and appropriate bibliometric overviews.

2.4.2 Search Strategy

This research followed an effectively defined search strategy to ascertain and obtain significant research. The researcher employed an amalgamation of Boolean operators and keywords to promote the accuracy of the search strategy. The selected keywords were directly aligned to CRM and its implementation in the event management and service industries, containing keywords like "Service Sector," "Event Satisfaction," "Relationship Quality," "Customer Loyalty," "Service Quality," and "Customer Relationship Management." On the contrary, Boolean operators like "AND" and "OR" were used to merge and improve the search strategies. As an illustration, an interrogation such as "CRM OR Customer Relationship Management," AND "Service Sector," AND "Service Quality" was applied to perceive a wide series of related studies. Furthermore, wildcard characters (such as *) were implemented to justify changes in terminology and confirm a detailed search.

In this research, the search was again limited to containing only academic articles available in peer-reviewed journals, confirming the presence of credible and high-quality materials. The publication timeframe or duration was fixed between 2005 and 2025 to obtain recent developments and trends, integrating with the research objectives of examining current CRM practices.

2.4.3 Data Refinement

A systematic process of refinement was followed to ensure the dataset's significance and precision. Primarily, irrelevant types of publications were excluded such as reviews, editorials, book chapters, and conference proceedings. The research was only considered peer-reviewed journal articles, as they offer the most consistent perceptions for bibliometric analysis. Afterward, the study followed subject area filters, concentrating on disciplines like Social Sciences, Accounting, Management, and Business. This initiative confirmed that the dataset was integrated with the thematic focus of the research and excluded the distinct academic settings. The study also employed further filtering criteria restricting the dataset to journals published only in English to balance the uniformity of the research. This particular step removed the language issues and confirmed the chosen articles' availability. The resulting dataset involved an accurate and relevant collection of a total of 331 articles, maintaining the refinement process that was directly connected to the study objectives. Moreover, such articles are facilitated as the basis for the bibliometric study, offering the determination of major trends and thematic methods and encouraging practices in the CRM field.

2.5 Data Analysis

The research employed a structured method for the data analysis procedure to assess the relationships, patterns, and trends within the bibliographic dataset. The researcher acquired an inclusive assessment of academic participation in CRM within the landscape of event management by using both qualitative and quantitative methods. The initial step involved developing a performance analysis to investigate the publication trends in the segment of CRM. In this research, the quantitative analysis explored different facets, such as journal distribution and allocation, chronological

publication trends, determination of highly effective and cited journals, and participation by institutions and regions. The chronological trends offered perspectives into the development of CRM study over time, when the evaluation of journal distribution emphasized the chosen platforms for distributing surveys in this context. Furthermore, ascertaining the mostly applied articles enabled the researcher to identify influential research and foundational practices in CRM. The next step followed science mapping tools to visually direct the association between authors, keywords, and research publications. Therefore, this approach concentrated on visualizations and network analysis, with the core intention of exposing the interconnected trends and themes within academic research.

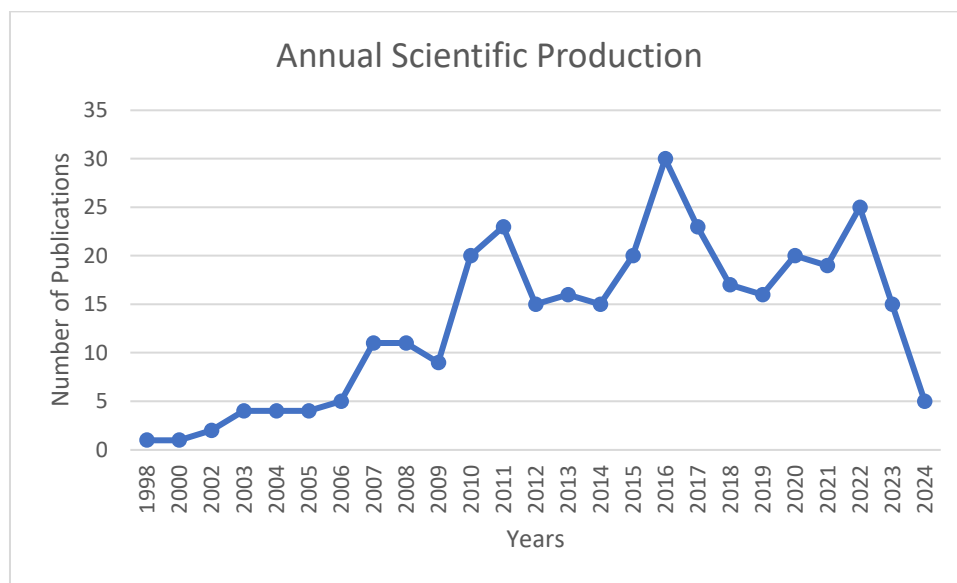
For data organization and analysis, excel is considered a user-friendly instrument. Excel is often applied by researchers to clean, assemble, and summarize the dataset. It can be implemented in the research to conduct operations such as generating graphical visualizations such as bar charts, calculating fundamental statistics, and removing repeated items. At the same time, the VOSviewer software was used to produce visual maps of keyword co-occurrence networks, citation networking, and co-authorship networks. Such visualizations facilitated actionable perspectives into new themes, particular contributors, and major study clusters in the CRM research.

Moreover, this research followed a comprehensive descriptive analysis to understand the content and themes of individual literature. This qualitative design encompassed a detailed analysis of the study problems, methods, outcomes, and conclusions offered in the chosen research. The researcher acquired a comprehensive assessment of the research gaps and contributions in existing CRM studies by analyzing such elements. The amalgamation of descriptive analysis, science mapping, and performance analysis confirmed a detailed investigation of CRM study in the field of event management. The application of VOSviewer software for representing the networks and association further improved the potential to ascertain major contributors, influential works, and essential study trends, facilitating an effective base for covering the research objectives of the study.

Figure 2.2 demonstrates the yearly scientific publications produced about CRM in the event management industry from 1998 to 2024. Therefore, the outcomes show diverse patterns and trends that facilitate actionable perspectives on the research development in this segment.

Figure 2.2

Chronological Scientific Production



Source: Prepared by Researcher

- 1998-2004: The publication frequency revealed minimal practices, with less than five publications each year. This period indicated the nascent research phase in this segment, with restricted academic involvement.
- 2005-2010: A remarkable development trajectory is detected during this stage, summarized in a shrill growth in 2010. The increase in production in 2010, with close to 20 different publications, suggested sharp interest or a significant growth in the landscape.
- 2011-2014: Publication output varied but upheld a moderate level during the post-2010, indicating a stage of consolidation. Literature was concentrated on investigating previous theories and increasing foundational practices.
- 2015-2018: In research practice, a resurgence seems apparent, with publications reaching further during 2016 and 2017. This phase tends to correlate with

technological developments and high implementation of research outcomes in practical fields. Hence, a sharp decrease in 2018 indicates challenges, including a transformation in academic concentration and funding limitations.

- 2019-2021: This period study revealed a surge in interest, probably caused by worldwide obstacles such as the pandemic of COVID-19, which fostered interest in associated areas. This period was pursued with a little balance, showing stable academic involvement.
- 2022-2024: The findings varied slightly and seemed consistent comprehensively. A rapid decline in 2024 led to a temporary dip and incomplete data for external determinants.

Finally, the trend portrayed in the figure shows a dynamic study environment featuring stages of renewed interest, consolidation, and growth. The instabilities indicate accountability to external effects, including societal challenges or technological developments. Therefore, future research needs to examine emerging areas, including evolving methodologies, sustainability, and AI integration, to endure the energy in scientific inventions.

2.6 Mapping the CRM Landscape in Service Industries: Bibliometric Perspective

2.6.1 Journal Allocation and Distribution

The journal participation analysis showed that 331 journals about CRM in the service industry participated substantially. Therefore, the top 10 journals among the 331 developed substantial participation, emphasizing their essential role in Improving study in this domain.

Figure 2.3

Distribution of Journals in CRM Research across Service Industries

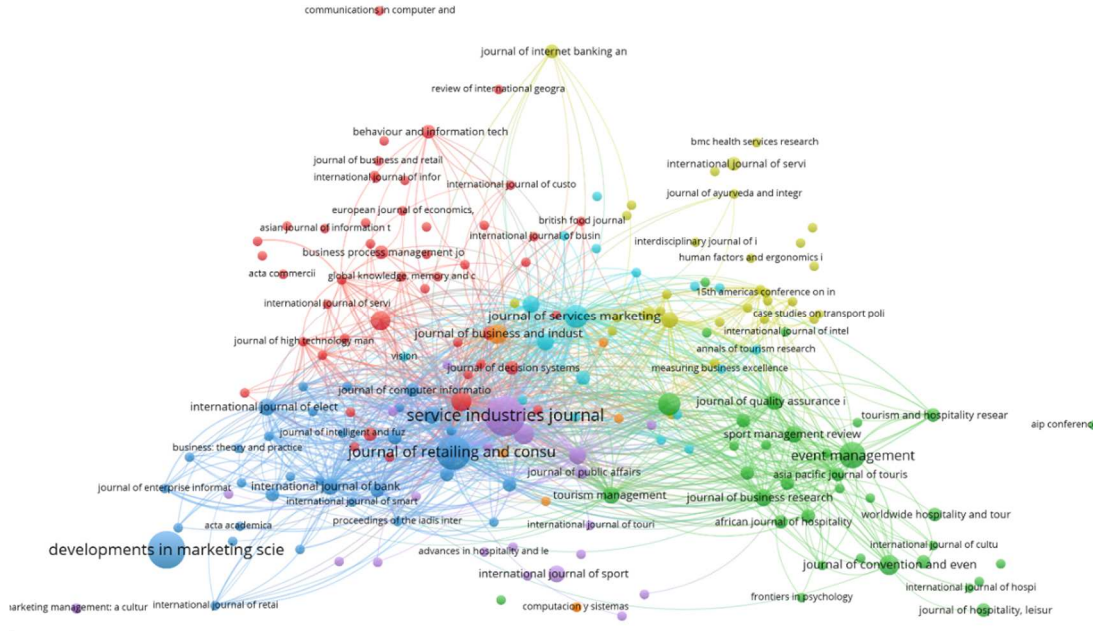


Figure 2.3 and Table 2.1 reveal that the Service Industry Journal is considered an important contributor, with 662 citations, 16 publications, and a striking total link strength of 4050. Such metrics highlight its key role in disseminating effective research and encouraging association within the CRM segment.

Table 2.1

Journal allocation and distribution

Journals	Frequency	Citations	Total Link Strength
Services Industry Journal	16	662	4050
Journal of Retailing and Consumer Services	12	1065	3554
Journal of Services Marketing	6	555	2046
Total Quality Management and Business Excellence	4	144	1931
Managing Service Quality	3	293	1264
International Journal of Bank Marketing	3	411	1257

Journals	Frequency	Citations	Total Link Strength
International Journal of Hospitality Management	3	356	1070
International Journal of Electronic Customer Relationship Management	3	6	993
Industrial Marketing Management	3	187	947
Sustainability (Switzerland)	5	26	933

Source: Prepared by Researcher

The Journal of Retailing and Consumer Services illustrates notable stimulus, with the extreme citation number of 1065 and 12 publications, integrated with a total link strength of 3554. Hence, this outcome suggests its significant contributions and effective academic recognition to the domain.

At the same time, the Journal of Services Marketing, with 555 citations and six publications, claims a total link strength of 2046, emphasizing its significance in improving CRM study, especially in marketing strategy. On the contrary, Total Quality Management and Business Excellence, however, contributed only four publications and gained a total link strength of 1931, showing its association with the study channels and its concentration on quality management in the field of CRM.

Other remarkable contributors encompass:

International Journal of Bank Marketing (total link strength of 1257, 411 citations, three publications) and Managing Service Quality (total link strength of 1264, 293 citations, three publications). Both journals emphasize enhancing interest and benefit in customer involvement and quality assurance within the service and banking sectors. On the contrary, Sustainability (Switzerland) (total link strength of 933, 26 citations, five publications) and the International Journal of Hospitality Management (total link strength of 1070, 356 citations, three publications) also possess an essential role, with a concentration on sustainable CRM practices and hospitality, respectively. At the same time, the International Journal of Electronic Customer Relationship Management with an effective total link strength of 993 and a citation number of six,

directing its association into substantial bibliometric networks and its core concentration on electronic CRM. Finally, Industrial Marketing Management embraces 187 citations with three publications and a total link strength of 947, highlighting its foster on CRM study within the industrial marketing field.

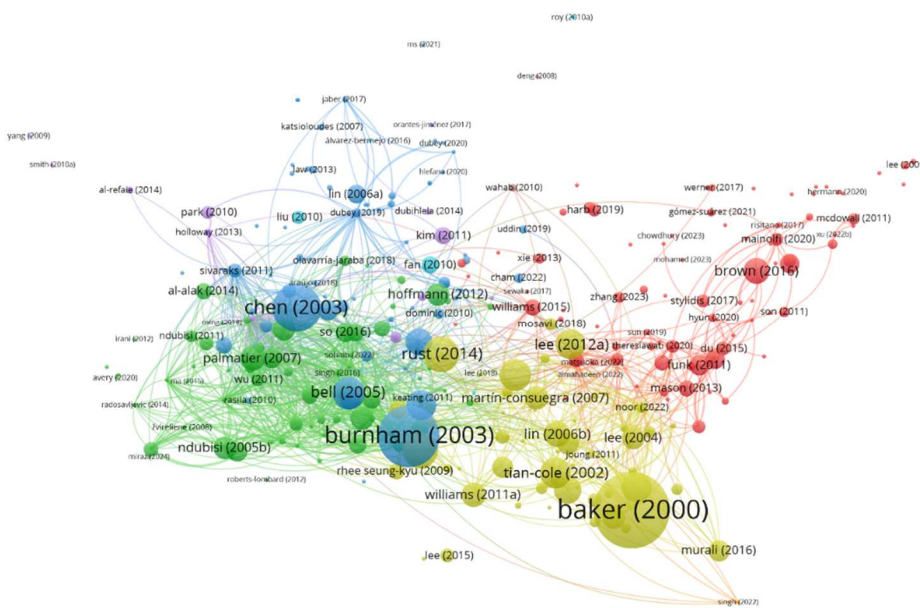
Therefore, the analysis shows that such journals jointly form the pillar of academic study in CRM. The total link strengths and strong citation numbers indicate their essential role in constructing the discourse, covering emerging innovations and barriers, and encouraging collaboration in CRM practices. Moreover, future studies should develop such perspectives by investigating interdisciplinary methods and supporting the strengths of such ruling journals to improve the segment again.

2.6.2 Most Cited Documents in CRM Research

Table 2.2 includes the randomly cited journals in CRM studies within the service sector, especially in the event management industry, showing their substantial influence and participation in the domain. Such documents possess significant link strengths and illustrate high citation counts, suggesting their association with wider bibliometric networks and their effect on significant studies.

Figure 2.4

Most Cited Documents in CRM Research across Service Industries



As per Figure 2.4, Wu et al. (2013) are one of the significant practices in this assembly, considered for its notably strong total link strength of 847, despite possessing only 11 citations. The figure specifies that the research is core to largely cited and collaborative networks in demonstrations regarding CRM (“customer relationship management”). The strong link strength indicates its primary role in constructing methodologies and associating related literature in the CRM segment. The key role of high link strength in the CRM network indicates foundational perspectives, including the moderating role of relationship direction, affecting transactional and relational domains.

Liang & Wang (2007), with a total link strength of 685 and 18 citations, emphasized a balance between network influence and citation frequency. This document possibly examines essential factors like customer loyalty and satisfaction through particular service behaviors, participating in its strong emphasis on CRM study. Its influence on customer satisfaction and its respective impacts on loyalty places it as a major practice in the segment. Tohidinia & Haghghi (2011) highlighted commitment, competency, and trust in fostering RQ, which was stable with a strong link strength of 656. Therefore, the inadequate substantial association between interaction or conflict controlling and RQ emphasized distinctions in how RQ backgrounds perform, again imitated in its effective citations. Fernandes & Pinto (2019) concentrated on customer experience in the segment of retail banking, and its outcomes are shown in its high link strength of 610, emphasizing customized services such as account managers as essential to RQ. In Nyadzayo & Khajehzadeh (2016), the mediated association between loyalty, satisfaction, and service quality was imitated in its link strength of 656 and high citation number of 204. Therefore, the role of this study on both loyalty and CRM quality is associated with its determination in its discussion as a ruling contributor to relationship marketing policies.

Table 2.2*Most cited documents*

Documents	Citations	Total Link Strength
Wu et al. (2013)	11	847
Liang & Wang (2007)	18	685
Tohidinia & Haghighi (2011)	13	656
Nyadzayo & Khajezadeh (2016)	204	656
So et al. (2016)	113	652
Cheng et al. (2008)	74	637
Duggal & Verma (2017)	2	624
Fernandes & Pinto (2019)	95	610
Dubey & Sangle (2019)	24	609
Lin & Wu (2011)	40	604

Source: Prepared by Researcher

Cheng et al. (2008) revealed that service recovery and interpersonal association acquired more priority than IT in the airline sector, contesting its high link strength of 637. This finding indicates this research assisted in determining sector-specific dynamics in the RQ context. Dubey & Sangle (2019) underscored the effect of CRM technology on loyalty and RQ associates with its moderate citations of 24 and link strength of 609, showing its current participation in aligning processes, people, and technology into CRM policies. So et al. (2016), with a total link strength of 652 and 113 citations, showed substantial participation in the CRM segment. The link strength and citation count of this document indicate it possibly concentrates on innovative policies for encouraging customer loyalty and satisfaction, echoing with practitioners and scholars.

Duggal & Verma (2017), possessing only two citations, illustrated a strong total link strength of 624. This study's strong link strength of 624, despite possessing only two citations, shows its foundational and methodological importance in assessing RQ in the Indian retail industry. Such research was randomly cited indirectly, facilitating a model for further investigation. Cheng et al. (2008), possessing link strength of 637 and 74 citations, also play an essential role in the CRM landscape. The role of this

research derived from its concentration on methodological significance and conceptual models to relationship practices that largely developed or incorporated in significant research. Fernandes & Pinto (2019) possess a link strength of 610 and 95 citations, introducing current yet extremely effective research. Possibly investigating customer satisfaction or experience within particular sectors, such as retail banking, the outcomes of this research possess practical relevance for improving CRM policies that encourage long-term customer association. Lin & Wu (2011), possessing a link strength of 604 and 40 citations, revealed well-identified participation in the CRM research. Therefore, this research also concentrated on the mediating role of service quality and trust on customer loyalty, which seems to be an essential area in CRM study. At the same time, Dubey & Sangle (2019) possess a total link strength of 609 and 24 citations, indicating its influence in improving CRM by evaluating the effect of organized processes, including sustainability practices or technology association, on the quality of customer relationships.

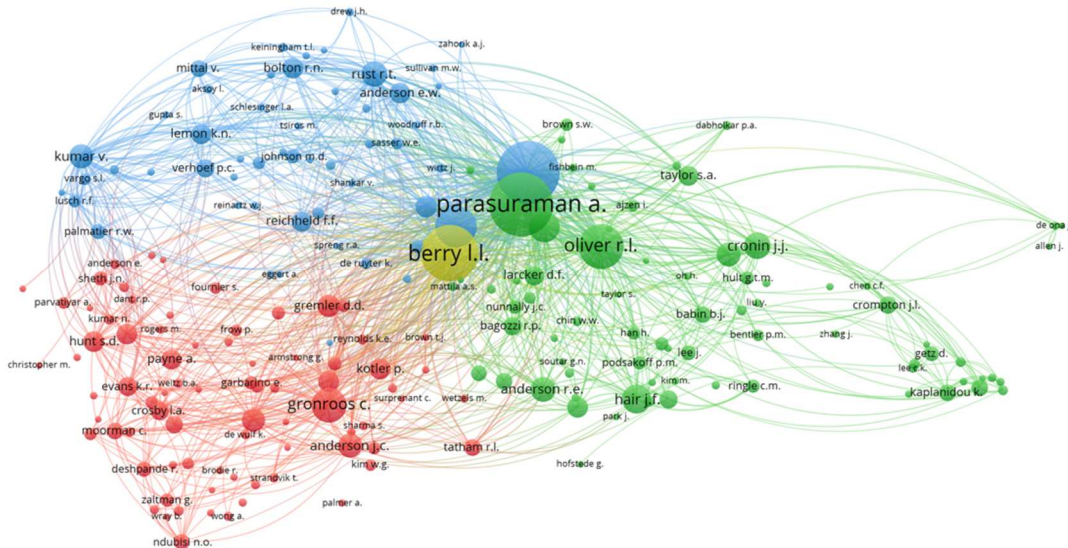
Finally, the discussions and the outcomes are associated closely, highlighting the centrality of contextual or cultural considerations, CRM technology, service quality, satisfaction, and trust in constructing the entire CRM strategies, loyalty, and RQ. Moreover, the quantitative metrics (such as link strength and citations) strengthen the theoretical and practical relevance of such research in improving the CRM study.

2.6.3 Co-citation Analysis

In this research, the researcher developed a co-citation examination of the most significant literature in the domain, determining the major participators who constructed the discourse. A visual co-citation network applying VOS viewer was designed, showing substantial association and citation methods among primary practices in the segment. At the same time, the network visualization introduces literature as nodes, where the size of all nodes echoes the comprehensive role of the respective literature, and the link strength between diverse nodes directs the rate of their co-citations in academic literature (Figure 2.5).

Figure 2.5

Most Influential Authors (Co-citation Analysis) in CRM Research across Service Industries



The above analysis emphasized that Zeithaml V.A. appears as a highly significant literature, with a particular node size that resembles the maximum link strength of 13765 and a citation count of 292, highlighting its relevant effect on the domain (as per Table 2.3). Therefore, this analysis directs that Zeithaml's practice was largely cited and its association with constructing foundational discussions and theories.

Table 2.3

Most influential authors

Authors	Citations	Link strength
Zeithaml V.A.	292	13765
Parasuraman A.	297	13185
Berry I.I.	259	12214
Oliver R.L.	191	8387
Fornell C.	174	7763
Bitner M.J.	124	6356
Gronroos C.	141	6123

Authors	Citations	Link strength
Rust R.T.	100	5747
Kumar V.	92	5726
Cronin J.J.	102	4777

Source: Prepared by Researcher

Berry I.I. (link strength of 12214 and citations of 259) and Parasuraman A. (link strength of 13185 and citations of 297) are essential values, randomly co-cited together with Zeithaml, suggesting their collaborative participation, especially in the SERVQUAL model development, which seems to be a foundation of service quality studies. Gronroos C. (link strength of 6123 and 141 citations) introduced an important figure in service management and relationship marketing. Therefore, citation patterns indicate the theoretical insights possessed a remarkable stimulus on relevant research, randomly associated with the practices of Berry and Parasuraman. Fornell C. (link strength of 7763 and 174 citations) and Oliver R.L. (link strength of 8387 and 191 citations) were determined for their participation in customer loyalty and satisfaction theories, with their practices randomly co-cited in interpretations about service quality outcomes and customer behavior.

Remarkably, Biner M.J. (link strength of 6356 and 124 citations) and Rust R.T. (link strength of 5747 and 100 citations) also embraced vital placements within the channel, showing their essential participation in customer satisfaction studies and service marketing research. This literature is often referenced together, underscoring their joint role in service quality models. Kumar V. (link strength of 5726 and 92 citations) appeared as a major value in relationship marketing, particularly within service industries like banking. Therefore, the continuous co-citation with other significant literature illustrated the significance and implementation of their outcomes throughout several fields. At the same time, Cronin (link strength of 4777 and 102 citations) possesses an instrumental influence in improving study methodology, especially in SEM (“structural equation modeling”). Hence, the high co-citation number shows the methodological consistency that the participants transported to the experimental study in the segment.

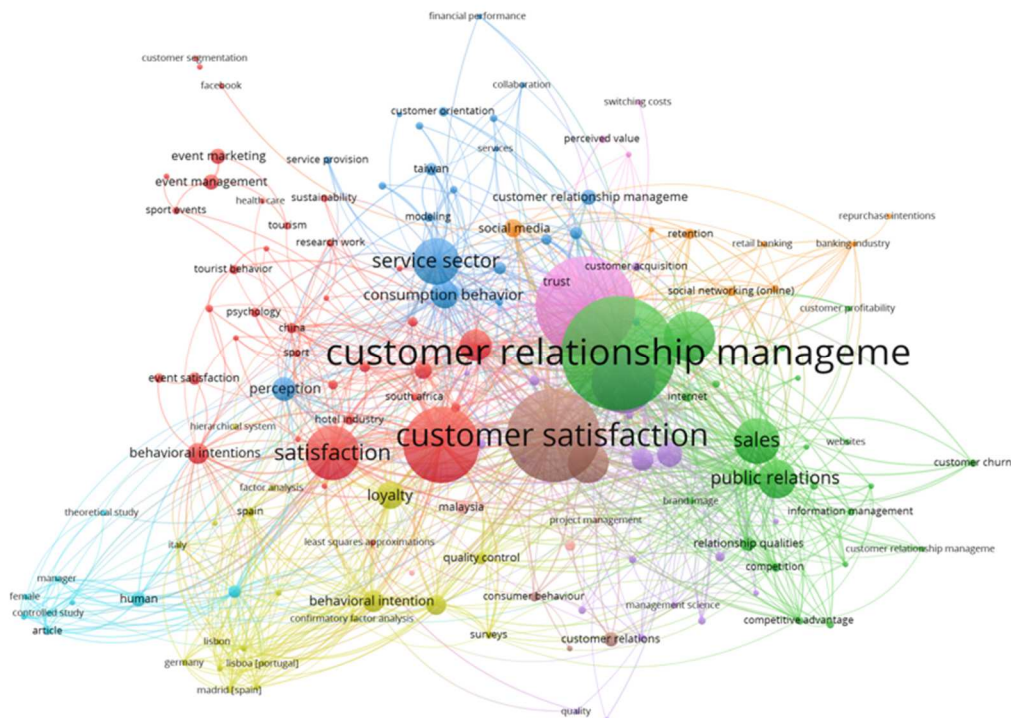
Finally, the outcomes from such co-citation evaluation emphasize the interconnection of primary practices and their eternal role in the growth of customer relationships and service marketing study. Moreover, the network imitates the cumulative and collaborative nature of scholarly review, with Berry, Parasuraman, and Zeithaml at the core of this academic environment.

2.6.4 Co-occurrence of Keywords

In this research, the analysis of keyword co-occurrence facilitates a detailed assessment of thematic association and appearance trends in scholarly work. Applying the VOS Viewer and bibliometric technique, the keywords' network visualization was produced, emphasizing the thematic clusters and interconnections within the segment. Therefore, the keywords are classified into three different clusters, all introducing major study themes (Figure 2.6).

Figure 2.6

Co-occurrence of Keywords in CRM Research across Service Industries



Cluster 1 (Green): Public Relations and Sales

Cluster 1 underscores the significance of Public Relations (27, TLS=211) and Sales (33, TLS=237) in the CRM study. This cluster echoes the stimulus of relationship quality (50, TLS=169) in developing customer loyalty and trust (as per Table 2.4). Additionally, keywords such as customer churn, customer profitability, and competitive advantage emphasize the concentration on increasing profitability and retaining customers. The strong association directs that robust strategic sales and public relations methods are essential for encouraging effective integrations with customers, advancing organizational results, and driving involvement.

Cluster 2 (Red): Customer Satisfaction and Loyalty

Balanced around Customer Loyalty (86, TLS=331) and Customer Satisfaction (79, TLS=337), this analysis underscores the essential role of such determinants in CRM models. Consistent terms like loyalty programs, behavior intentions, and perception demonstrate the concentration on improving customer experiences to regulate repeat business. Moreover, the associations in this cluster analysis illustrate that satisfaction is a consequence as well as a precursor of loyalty, making it a key theme in CRM policies.

Table 2.4

Co-occurrence of keywords

Keywords	Frequency	Link strength
Customer Relationship Management	102	384
Customer Satisfaction	79	337
Customer Loyalty	86	331
Service Quality	62	265
Sales	33	237
Public Relations	27	211
Relationship Quality	50	169
Customer Retention	38	164
Service Sector	34	159
Satisfaction	41	154

Source: Prepared by Researcher

Cluster 3 (Blue): Service Quality and Service Sector

Cluster 3 concentrates on the Service Quality (62, TLS=265) and Service Sector (34, TLS=159), revealing the significance of distributing high-quality services to address customer expectations. In this cluster, keywords including service provision, retention, and trust reflect the stress on developing enduring associations through customer-based and reliable services. An effective association in this cluster indicates that advancing service quality seems to be a primary policy to encourage retention and promote customer satisfaction in extremely competitive sectors.

Cluster 4 (Overlapping and Central Themes): CRM as a Vital Concept

CRM (102, TLS=384) is considered the core of this network, which performs as the base aligning all the clusters. This cluster introduced an inclusive method for supporting data-based strategies and managing customer communications. Therefore, keywords, including consumer behavior, retail banking, and social media, emphasize CRM's behavioral and technological factors. At the same time, the high link strength and frequency of CRM in the network illustrate its essential stimulus in improving entire business performance, retention, and customer involvement.

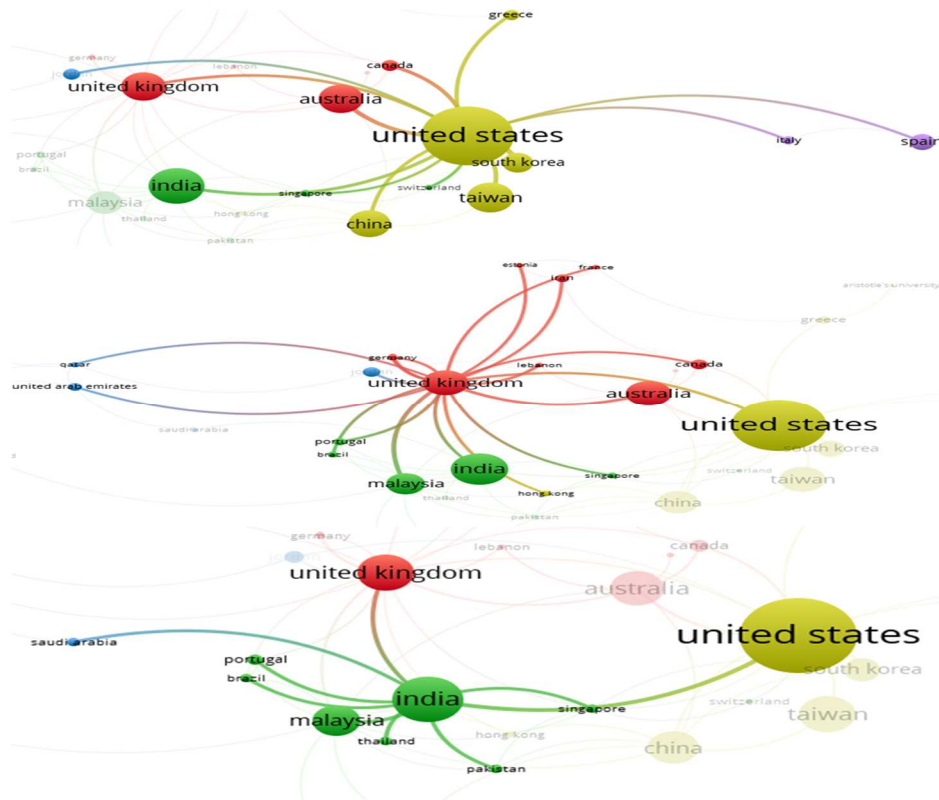
2.6.5 Country and Institutional Contributions

Countries:

As per Figure 2.7, the bibliometric analysis of particular co-authorship by several countries offers perspectives into the academic contributions and collaborative networks in the domain. Therefore, the data emphasizes different trends in worldwide scientific associations.

Figure 2.7

Contribution of Countries in CRM Research across Service Industries



In Table 2.5, the United States appears as an important contributor with a total link strength of 33, 6624 citations and the highest frequency of 68. This outcome directs a leading role in the research domain, revealing effective collaborative channels and robust contributions. At the same time, Australia and the United Kingdom directed remarkable stimulus, all with an occurrence of 27. The UK possesses a higher total link strength of 26, differentiated from Australia with a total link strength of 15, recommending robust collaborative connectivity and efforts in the research process. Furthermore, a total of 1776 citations of Australia reflect its effective contributions to the field. India, possessing a frequency of 36, reveals active engagement in the study, associated with 1788 citations. The comparatively low total link strength indicates the requirement to develop effective international collaborations to promote its effect on the worldwide research domain. Additionally, Malaysia possessing 545 citations and 22 publications, illustrates continuous contributions. Contempt to TLS (15), which aligns with Australia, the lower count of citations suggests a requirement to enhance

the quality and international determination of its study. Both South Korea and China contribute substantially, with 17 and 25 publications, respectively. Hence, the total link strengths of these two countries are 10 and 11, and comparatively low counts of citations (515 for South Korea and 615 for China) emphasize the competency for development in collaboration and influence.

Table 2.5*Contribution of countries*

Country	Frequency	Citations	Total Link Strength
United States	68	6624	33
United Kingdom	27	1369	26
Australia	27	1776	15
Malaysia	22	545	15
India	36	1788	12
China	25	615	11
South Korea	17	515	10
Canada	8	745	7
Singapore	4	70	7
Portugal	5	110	6

Source: Prepared by Researcher

Despite a low publication frequency of 8, Canada claims a citation number of 745 and a total link strength of 7, showing the high quality and effect of its study. At the same time, Singapore possessed four publications with an uncertain 70 citations and a total link strength of seven, suggesting its efforts to pursue robust collaborative association despite a smaller study result. Additionally, Portugal facilitated five publications with 110 different citations, illustrates moderate engagement, and has a total link strength of six, revealing competency for expanded partnerships. On the contrary, Malaysia and South Korea, with a total link strength of 15 and 10, respectively, showed continuous collaborative efforts. However, their citation effect is currently hindered; their positive participation directs room for future roles. Furthermore, smaller contributors, like Portugal (TLS=6 and 110 citations) and Singapore (TLS=7 and 70 citations), underscore enhancing participation in the research segment. Moreover, the

analysis emphasizes the significance of encouraging worldwide study collaborations to increase network connectivity and citation impact. Finally, the trends show opportunities for appearing contributors to extend their role through effective research initiatives and strategic international partnerships.

Institutions:

Figure 2.8 represents the bibliometric examination of institutions facilitates perspectives into the academic contribution level and role of diverse departments or universities within the research segment.

Figure 2.8

Contribution of Institutions in CRM Research across Service Industries



As per 2.6, the University of Queensland and the Department of Tourism are the most essential organizations in the dataset, accumulating 167 and 161 citations, respectively, and three publications each. The University of Queensland has a slightly lower total link strength of five, while the Department of Tourism claims a total link strength of nine, indicating room for extending its joint effect. Therefore, such institutions illustrate substantial academic visibility and contributions in the research context.

Table 2.6*Institutional contributions*

Institutions	Frequency	Citations	Total Link Strength
Department of Tourism	3	161	9
School of Sport, Tourism, and Hospitality Management	2	4	6
Department of Business and Economics	1	1	5
Department of Sport Management	1	1	5
School of Marketing, Sports Management, Hospitality, and Tourism	1	1	5
University of Queensland	3	167	5
Department of Business Administration	1	50	3
Department of Physical Education and Sports Science	1	50	3
Department of Sport Management	1	78	3
School of Physical Education and Sports Science	1	50	3

Source: Prepared by Researcher

The “School of Sport, Tourism, and Hospitality Management” involves two publications; however, the citation count of this institution is lower at four, accumulating a total link strength of six. This finding indicates active partnership despite the effect of lower citation. At the same time, institutions such as the “School of Marketing, Sports Management, Hospitality, and Tourism,” the “Department of Sport Management,” and the “Department of Business and Economics,” each with a total link strength of five, emphasize remarkable collaboration efforts but lower citation effect (such as 1 citation each). Therefore, such organizations introduce continuous involvement in research networks and co-authored practices. On the contrary, institutions including the “School of Physical Education and Sport Science,” “Department of Physical Education and Sports Science,” and “Department of Business Administration” possess only one publication each, involving 50 citations and a total link strength of three. Furthermore, the “Department of Sport

Management” participates in one publication with a total of 78 citations, showing efficient research quality and lower collaboration strength differentiated from top-tier organizations. Therefore, such contributions direct increasing involvement in the domain, with competent to again reinforce their academic role and collaborative networks.

Finally, this analysis underscores the requirement for institutions with lower total link strength and citations to reinforce international and interdisciplinary collaborations to promote their academic role. High-impact organizations need to support their academic clarity to encourage wider collaborations and construct appearing research themes in the segment.

2.7 CRM Dimensions

Key Dimensions of CRM refers to the components that makeup CRM practices in an organisation. Before implementing CRM, the management should focus on the core areas to make CRM implementation a success (Yim, F. H., et al. 2004). Key Dimensions are those core areas that directly impact customer retention, customer experiences and overall success of the business (Mokhtar et al. (2019). Customer satisfaction, service quality, relationship quality, customer loyalty, and customer retention are considered as the key dimensions of customer relationships to create a sense of belongingness and engagement of the customers with the organization (Siddiqi et al. (2018). In service sectors, the service providers prioritize factors such as satisfaction, service quality, commitment and trust, customer interaction, and retention strategies for the successful implementation of CRM. The integration of service quality can be used as a CRM tool to understand the customer’s needs, enhance customer experiences and foster loyalty (Gurařu, C. 2003). Delivering exceptional services ensures creating values and satisfaction to the customers which in turn helps in creating and maintaining relationship in the long run (Surarchith, N. K., et al. 2013). The role of relationship quality and its dimensions like trust, commitment and long-term orientation fosters a significant role in influencing behavioural intentions in service settings leading to stronger CRM (Santouridis, I., et

al. 2017). One of the major goals of CRM is satisfaction which significantly influences other goals like customer loyalty, customer retention, overall performance and profitability (Santouridis, I., et al. 2017). Various study related to service quality, relationship quality, customer satisfaction, customer retention and customer loyalty is discussed here.

2.7.1 Service Quality

In service sectors, service quality is considered the foundation of CRM (“Customer Relationship Management”), seeking to attract relevant attention that can directly affect behavioral outcomes and customer satisfaction. Therefore, a significant literature review emphasizes the changing aspects of service quality, its applications, and measures for CRM policies throughout several service industries. The literature analyzed below facilitated actionable overviews of the relationship, with stress on assessing its strategic relevance, challenges, and dimensions. Dawi et al. (2013) examined the interplay between customer satisfaction and service quality, underscoring their collective role in customer behavior. The researcher underscored the dynamic feature of this association which stands as a central point for researchers in the service as well as the manufacturing industry. A remarkable participation of their research is the evaluation of switching challenges forced by service providers. This study reported a gap in assessing social switching challenges leading from customer communications within the field of shared service while switching challenges were largely investigated. Especially in the setting of pay TV, the conceptual model of this research irradiated the moderating influence of social connectivity and switching challenges on the association between behavioral intentions and customer satisfaction. Such outcomes facilitate practical applications for service providers, recommending that increasing social communications among customers leads to reinforcing CRM policies. Moreover, the conceptual role of this research requires experimental validation to authenticate its offered framework.

Developing the service quality theme, Darwish et al. (2024) explored its sustainable extents within ISO 17025-qualified calibration laboratories in Bahrain and Saudi

Arabia. Incorporating the S-O-R (“Stimulus-Organism-Response”) theoretical framework, the researcher investigated how SSQ (“sustainable service quality”) affects customer satisfaction. The application of Smart PLS 4 in this research for quantitative evaluation and its pilot study with 35 participants authenticated the conceptual model. The limited sample size of the research hindered its findings’ generalizability. The study facilitates an actionable basis for assessing the role of SSQ in increasing competitive edge in highly operated service sectors despite its restrictions. Moreover, future studies need to extend the sample size and examine the hypotheses to produce valuable perceptions for CRM policies in simultaneous circumstances.

Habidin et al. (2015) emphasized the critical role of service quality in preventing sector-specific barriers in the Malaysian healthcare industry. This research also underscored the significance of CRM as strategic equipment to retain customers in healthcare, a customer-based and competitive sector. The researcher criticized that service quality advancements are instrumental in adopting successful CRM initiatives. The concentration of this research on service quality as a mediator between customer retention and CRM strategies is associated with wider trends in the study, yet it demands experimental proof to authenticate its offered association. Moreover, future studies need to address such a gap by developing longitudinal research to understand the long-term effect of service quality developments on CRM results in healthcare.

Rajeswari & Suganthi (2022) analyzed customer churn in the Indian telecom industry and determined that service quality is an essential factor in customer retention. This study designed and validated a measure to forecast churn performance, with service quality appearing as a critical determinant alongside CRM, corporate image, and price. The research determined churn barriers despite telecom regulators investing largely in customer retention policies. Therefore, this outcome emphasizes the significance of associating service quality developments with CRM models to cover churn robustly. Moreover, the application of SEM (“structural equation modeling”) and a wide sample size of 1,102 customers in this research reinforces its

methodological consistency, facilitating valuable overviews for telecom regulators intending to promote customer loyalty.

At the same time, Ndubisi et al. (2011) investigated the influence of conflict management in service recovery and its effect on customer insights into service quality. Implementing data from healthcare and banking customers in the Malaysian context, the research shows that robust conflict management promotes perceived value, trust, and customer satisfaction, ultimately regulating customer loyalty. The researcher reported that the impacts of conflict management differ throughout low- and high-contact fields of service. Therefore, such nuanced outcomes emphasized the requirement for personalized CRM policies that are responsible for service context-specific factors. Alongside this, the demand of this research for cross-cultural study facilitates a pathway for further research to investigate how cultural diversities foster service quality insights and CRM robustness.

Furthermore, Hamzeh et al. (2023) analyzed service quality via the insights of customer satisfaction in the supplementary health insurance industry of Iran. Applying the SERVQUAL framework, the research determined substantial gaps in service quality factors, directing spaces for advancements. Moreover, the outcomes strengthen the significance of consistent service quality understanding in maintaining customer loyalty and satisfaction. Additionally, Shahid Iqbal et al. (2018) spread the demonstration on service quality by investigating the effect of SSTs (“self-service technologies”) in the service sector of Pakistan. Their research illustrated that SSTs substantially affect behavioral intentions, loyalty, and customer satisfaction, both indirectly and directly. Finally, the study offered effective proof for the positive association between CRM outcomes and SST-driven service quality by implementing SEM.

2.7.2 Customer Loyalty

In this research, customer loyalty was determined as a foundation of robust CRM policies within the service sectors. Therefore, the review developed perceptions from previous research to analyze the significance and instruments by which CRM factors

encourage customer loyalty, with a particular concentration on strategic, relational, and emotional determinants.

Zeithaml et al. (1996) in their study validated a five-point Likert scale to measure customer loyalty based on their experiences with the service quality. The scale depicted a high internal consistency and indicated a high level of reliability. The customer loyalty was measured on various aspects like intention to remain loyal, intention to recommend the company to others, intention to pay more, switching behaviour and the external response. The study revealed that service quality strongly and positively impacts customer loyalty. High level of service quality leads to an intention to recommend the company to others and also the willingness to pay more for company's products and services. The study also pinpointed that effective resolution of service problems on a timely basis significantly increases the level of customer loyalty.

Pandit & Vilches-Montero (2016) tested the large dependence on reward cards in the service or retail industries, demonstrating that certain programs are unable to produce actual loyalty. This study emphasized the critical influence of emotional promise over measurable loyalty. Designing on attachment theory, the researcher discussed that long-term loyalty tends to operate more by emotional connectivity compared to transactional incentives. Moreover, the outcomes forced managers to acknowledge CRM practices that prefer short-term achievements via rewards at the cost of influencing deeper emotional bonds with customers.

Casielles et al. (2005) highlighted that trust is key to developing consistent associations between customers and service providers. This research on retail travel agencies demonstrated that customer loyalty and service quality are essential for diversities in a period where technological developments contest traditional personal communications. Therefore, this outcome emphasizes the requirement for service providers to promote trust as a basis for loyalty, particularly in competitive markets.

Zineldin et al. (2006) explores the relationship between CRM, service quality and customer retention on building customer loyalty. The researcher formed a new model

for this known as 5Qs. The model consists of 5 dimensions such as object quality, process quality, infrastructural quality, interaction quality and atmosphere quality to measure the impact of CRM and its dimensions on customer loyalty. The most influential dimension among these on customer loyalty is the interaction quality depicting the need for regular communication and customer support by the company towards the customers. The least effective dimension on customer loyalty is the infrastructural quality

Ndubisi et al. (2007) determined major relationship marketing groundworks such as conflict handling, communication, competence, and commitment, and their direct and influenced effects on customer loyalty. In the Malaysian banking industry, this research showed that relationship quality and trust mediate the role of such determinants on loyalty. Therefore, this inclusive framework facilitates valuable perspectives for service providers intending to promote loyalty via targeted strategies of relationship marketing.

Alwie (2010) aimed to analyse in his study the relationship between relationship quality and loyalty across different service types, specifically credence services versus experience services. Here in this study, eight dimensions of relationship quality was researched. Apart from communication, trust and commitment other dimensions like special care and interpersonal relationship were also studied to measure the relationship quality. The findings of the study revealed that relationship quality positively influence the customer loyalty in both types of services. The most influencing dimensions of relationship quality is commitment and the least one being communication.

Galvão et al. (2018) suggested a model for improving customer loyalty in SMEs dependent on CRM policies. The exploratory and qualitative study ascertained tools such as SWOT, Kano, and SERVQUAL analysis as associated with assessing and addressing customer requirements. This research underscored the significance of associating loyalty programs with organizational objectives by facilitating SMEs with an organized CRM method. The exploratory nature of this research hindered its

competency to generalize summary through different service fields while the outcomes facilitate practical protocols.

Bahadur et al. (2018) and Nguyen (2016) emphasized the important roles of employee empathy and competence in regulating customer loyalty. The researcher Nguyen stressed the interactive impact of benevolence and ability, indicating that an amalgamation of such qualities increases customer loyalty. At the same time, Bahadur et al. illustrated that employee empathy fosters loyalty indirectly through satisfaction, perceived service quality, and customer affective promise.

Zhan et al. (2021) investigated the application of social media analytics to promote customer loyalty in the retail pharmacy industry. By evaluating user-produced content, the research determined major areas for development, including product quality, customer service, and marketing. Therefore, the outcomes underscored the ability of social media as an equipment for developing loyalty and acquiring customer perceptions. Moreover, this study emphasized the enhancing significance of digital platforms in advance practices of CRM.

Li & Huang (2022) explored how CS (“contactless services”) fosters customer loyalty, especially in the hotel sector. Their research showed that CS positively affects loyalty, with customer anxiety acting as a mediator. At the same time, higher sociability of customers reduced the impacts of CS on customer loyalty. Moreover, this research also highlighted the psychological instruments supporting the contactless effect and provided valuable perceptions for service managers to incorporate pandemic-influenced transformation in consumer behavior.

Albarq (2024) ascertained robust CRM policies for the mobile service industry in Saudi Arabia, such as competitive pricing, customer service, and improving network coverage. Therefore, the systematic review of the research showed that such strategies jointly increase customer loyalty and satisfaction. The study facilitated an inclusive roadmap for service providers to construct sustained growth and stronger customer relationships. The dependency of this research on secondary data underscored the requirement for experimental research to validate the offered strategies.

Furthermore, Sanaullah et al. (2022) designed an intelligent framework to forecast customer loyalty by applying improved data analytics. The outcomes of this research illustrated that relationship commitment and benefits substantially foster loyalty. Therefore, the offered framework facilitates service providers a strategic equipment for predicting and improving customer loyalty. Moreover, this study emphasized the ability of associating artificial intelligence with CRM activities to acquire long-term advantages.

2.7.3 Relationship Quality and Event Satisfaction

Lages et al. (2005) in his article developed a new scale known as RELQUAL scale to measure the relationship quality in the service sector. The study was conducted among the exporting firms and importers. The researcher in his study defined the various dimensions of relationship quality which are information sharing, communication quality, and long-term orientation and satisfaction with the relationship. The study concluded that good communication quality, regular and increased level of information sharing, long term relationship goal and customer satisfaction with the relationship indicate a higher level of relationship quality. The study revealed that higher level of relationship quality leads to better performance outcome.

Rhee & Rha (2009) represented an alternative framework to the conventional SERVQUAL model by investigating public service quality via the critical events technique. The research ascertained four basic dimensions: relationship quality, design quality, outcome quality, and process quality. The researcher underscored that customer satisfaction varies based on customer type. As an illustration, final customers consider the outcome and process qualities, while transitional customers embrace wider value on relationship qualities and design.

Radosavljevic & Borisavljevic (2014) investigated the enhancing importance of relationship marketing within the service industry, especially in tourism. This literature illustrated that relationship marketing encourages long-term customer loyalty and satisfaction by associating service with customer requirements. This

research analysis of a tourism-based study showed several methods to construct relationship quality that finally enhance customer retention.

Hani et al. (2021) explored the influence of relationship quality in supporting social banking services in establishing economies. Therefore, by adopting a thematic analysis of in-depth interviews and a literature review, the researcher determined reciprocity, respect, and trust as essential factors of relationship quality. Such outcomes are associated with CRM protocols in service sectors, where mutual respect and trust are primary to constructing successful client associations. The research emphasized the significance of relational contributions that encourage a sense of collaboration and partnership between clients and service providers for event satisfaction, resulting in promoting loyalty and satisfaction.

Tung & Carlson (2013) analyzed relationship quality in the retail banking industry of Hong Kong, introducing a hierarchical framework to understand its impact. The researcher developed that relationship quality actively affects repurchase intention, decreased switching tendencies, recommendation behavior, and cross-buying by applying SEM. Despite the lack of gender-driven moderation, the outcomes of this research strengthen the essential role of relationship quality in fostering customer behavior. Such perspectives emphasized the significance of encouraging high-quality associations to foster referrals, repeat bookings, and customer retention for event management. Associating relationship quality with CRM models tends to promote satisfaction by developing more relevant and effective customer interactions.

Al-Alak (2014) concentrated on the effect of marketing practices on relationship quality in the Malaysian banking industry. The research showed that relational positioning among employees and clients substantially advances relationship quality, attributing to consistent and positive word-of-mouth elevation. The shared disclosure revealed no remarkable effect, indicating that customers have not observed close integration with the bank as advantageous. Therefore, this outcome presented as an advisory story for practitioners, emphasizing the requirement for personalized relationship marketing strategies associated with customer prospects. The researcher

also highlighted the significance of assessing the preferences of clients and encouraging actual and value-based associations to promote event satisfaction in the event management field.

Behnam et al. (2021) reported the association between relationship quality and CE (“customer engagement”) in goods-based and service contexts. Their outcomes illustrated that CE positively fosters service outcomes, customer co-creation, and relationship quality. However, the research also emphasized that service fields display a stronger relationship between relationship quality and CE compared to goods-based fields. This study discussed the significance of involving clients effectively in the execution and planning processes for event management. Event managers lead to improved relationship satisfaction and quality by stimulating mutual learning and collaboration, ultimately distributing notable experiences.

Furthermore, Sohaib (2022) examined the role of relationship quality in repurchase purposes in the service industry, concentrating on Pakistan. Applying regression modeling and the “Theory of Repurchase Decision-Making” (TRD), the research reported that relationship quality substantially impacts repurchase goals, with switching expenses moderating this association. Therefore, such outcomes underscored that organizations need to acknowledge determinants such as switching expenses when developing CRM protocols and prioritize relationship quality. Such outcomes recommend that upholding high-quality associations with customers for event satisfaction leads to stimulating long-term loyalty and repeat booking, especially in the competitive landscape.

Mokoena, B. A., et al. (2023) conducted a study on the Vaal region in South Africa to investigate the relationship between hedonic and utilitarian values, service quality, customer satisfaction and revisit intentions among lodge visitors. SEM in AMOS 26.0 was used to predict the relationships. The study discovered that both hedonic and utilitarian values significantly influence the satisfaction and revisit intentions. Hedonic value significantly influenced both outcome quality satisfaction and process

quality satisfaction. The utilitarian values only significantly influence process quality satisfaction but not outcome quality satisfaction.

Hyun, M., et al. (2019) in his study reveals the role of event satisfaction, re-participation intention, and future exercise intention in athletic goal achievement. The study analyzed various variables like service quality, perceived economic value, and athletic goal importance. The service quality factors such as aesthetic, technical, and functional quality significantly influences the customer experience. The study revealed that athletic goal achievement significantly influences event satisfaction.

An et al. (2020) conducted a study among local and non-local participants of a sport event in Japan to study the relationship among service quality, event satisfaction and behavioral intentions. The study focused on how different attributes of service quality like event design, venue, amenities, ambience and accessibility contribute towards attendees' satisfaction. The study found a relationship between event satisfaction towards behavioral intentions like revisit intentions, referrals and recommendations.

Kim, M.-S., et al. (2020) studied and discussed the moderating effect of leisure-sport social media use on the relationship between post-event emotions and event word-of-mouth (WOM) behavior in a running event in a major metropolitan area in the southeastern United States. The study focused on how engaging in social media platform enhances the overall event experience which leads to WOM behavior. The study revealed that event satisfaction and achievement sense is having a positive correlation on event WOM behavior.

2.8 Event Management Sector

Events and Event Management have existed and has been a part of human culture since ancient times (Getz, 1997; Getz, 2007). The term 'Event' is used for describing the activities in the field of tourism, sports, arts and social gatherings managed and organised by professional organisations(Berridge, 2014). Events are not just about the relaxation activities but also helps in creating employment opportunities thus boosting

the quality of life. The events provide economic benefits and helps in supporting small business. (Hillary Commission for Sport, 1997).

Loos (2008) describes event management as “the synchronization of all the tasks and actions necessary for carrying out of an event regarding its strategy, planning, implementation, and control, based on the philosophy of event marketing and the methods of project management”.

As reported by Techno Park Advisors in Business Standard (August 2009), the event industry serves four primary categories: leisure, cultural, personal, and organizational. This section contains the various studies done by different researchers in the field of Event Management Sector over the years.

Goldblatt (1997) made a detailed study regarding the importance of venue in event planning and implementation. The criteria for selecting a venue for an event is based on many factors like parking facilities, catering facilities, décor options, restroom and toilet facilities, cooperativeness of the venue team and the overall atmosphere. The overall impact of venue management in enhancing the overall event experience is duly noted here. Goldblatt (1997) also recommends to maintain a close relationship with the attendees to gather feedback to get an immediate sense of the attendee’s satisfaction. Based on this feedback, the event team can alter the course of action to bring and create positive outcome of the event.

Pilwatch, M. (2003) in his study highlighted the role of Human Resource Management in the Events industry. The study delves into the challenges and strategies to be employed for the effective Human Resource Management in event industry. The study highlighted the pivotal role of employees in the success of an event. The style of leadership to be adopted here is discussed in this study. The relationship between attendee’s overall experience and perception of the service quality and the role of workers in created them is explored in this study.

Sacha, R. (2007) explores the societal effects of rural Events and how these events create a positive environment and a strong feeling of occasion in local communities.

He also highlighted the social consequences of events into five domains which are networks and interactions, affective learning and developing, socio-economic and physical outcomes. Sacha also emphasised the interactions that exist between these domains and how it will collectively contribute to the unifying nature and vitality of rural communities. Sacha's research attempted to study how rural events are just not recreational gatherings but as a transformative agent in shaping the socio-economic landscape of rural community.

Ralston, Ellis, Compton & Lee (2007) highlighted and interpreted the relationship between service quality and experience factors. The author in his study highlighted the significance of word-of-mouth marketing in event industry which is created through memorable and enhanced event experience. As event industry is a service industry, marketing of products is not possible and effective mode of marketing of services should be framed. One such suitable and effective marketing method is word of mouth where satisfied customers serve as referrals and recommends the service of the event team to future potential customer.

Loos et al., (2008) reviewed and discussed the upcoming challenges to be faced by the event industry due to the existence of different stakeholders associated with an event and their varied taste and preference. He emphasized the importance of customisation and communication for enhancing event experience and event quality.

Kankaria, S. (2012), discussed in his article the projected growth of event management sector in the coming years. He predicted the event industry to reach Rs. 5000 crores by 2015. The article highlighted the numerous careers and employment opportunities in this sector due to technological advancements. The article underscores the contribution of the event industry in the overall development of the country's economy and employment generation.

Gurung, B. (2013) in his thesis titled "Marketing in Event Management" studied the strategies implemented in the event management sector for enhancing the event experience of the attendees. The study highlighted various activities needed for the effective event planning. The researcher highlights the importance of identifying the

main theme of an event as it influences various aspects of event planning and management. Event size and understanding in what category each event comes under also is an important factor to be considered when planning an event. The researcher opined that engagement, experience and emotions are three essential elements in event marketing. The researcher also identified five Ps of the marketing mix of the event industry which are product, price, people, place and promotion. In order for an event to be successful, the researchers discovered five W's: who, what, when, where and why that the event team need to address at the planning and implementing stage of an event. The study stresses on the importance of customer satisfaction in event sector. The study focused on the importance of engaging customers and creating memorable experiences for attendees as the key components driving into customer satisfaction. The study discovered customer feedback and customer engagement as the key components of successful event management. The study identified the most used marketing methods used by the event team which are social media campaigning, partnership with the sponsors, vendor partnership and target advertising. The study also sheds light on the major challenges faced by event industry and the most prominent one among are the changing customers taste and preference along with the competition from the new entries.

Berridge, G. (2015) explored the impact of event design and management in enhancing event experience. The researcher revealed the role of event theme, event design, visual element and cultural factors in influencing and enhancing the event experience of the attendees. The study found a direct relationship between event design and event experience. Customer engagement is considered as the most influential factor in determining the quality of events.

Lockstone-Binney, 2018 studied the evolution of event and event studies from 2000 to 2017. The researcher attempted content analysis and examined theses as a marker of field development. The study highlighted the opportunities for future researchers and scholars to conduct studies in event and event management. The study focused on the importance of conducting future research on the topics related to environment

impacts and sustainability in events. The study also highlighted the research gap regarding the customer perception regarding events and event quality.

Bui, H., Lee, D., & Johnson, D. (2022) conducted a study to identify the student's opinion of event design methods before and after the event management course at a Public University in United States. The study sheds light on the shifting paradigm of experience creation and event design landscape. Qualitative research was used to understand the students' opinions and experiences. The findings revealed that after the completion of the course, the students understood that event design is not just the logistical aspects focusing on themes and blueprints but something that should include activities and designs for creating transformational event experience.

2.9 CRM in the Event Management Sector

Harb et al. (2019) explored the influence of social media in constructing the behavior of event fans, incorporating the TPB ("Theory of Planned Behavior") to analyze how perceived behavioral control, subjective norms, and attitudes foster attendance intentions. The research showed that perceived behavioral control and subjective norms significantly promote behavioral purposes, while perceived enjoyment completely impacts attitudes toward event sides on SNSs ("social networking sites"). Such outcomes indicate that event managers need to prioritize developing user-friendly and pleasing content while supporting social connectivity in their social media marketing policies to stimulate event attendance.

Mainolfi & Marino (2020) demonstrated the association between destination loyalty and special events in Italy, concentrating on the interplay between tourist motivation, event satisfaction, and destination beliefs. The research emphasized motivation and satisfaction as major operators of tourist attachment and loyalty. Therefore, collaboration between the production and tourism industries was determined as instrumental in improving event outcomes and establishing destination branding. Such outcomes emphasize the importance of cross-sector partnership in conducting memorable and compelling event knowledge for practitioners that stimulate long-term loyalty.

Tian et al. (2021) in his article analysed the impact of various dimensions of service quality on perceived value and sport consumption on Wuhan Open tennis tournament in China. The study provided valuable insights to the event organisers on enhancing the event experience to delight the participants. The game operation and accessibility were identified as the major factor in influencing the participants perceived value. The design, layout, cleanliness, comfort, convenience and security also showed a positive impact on service quality and event satisfaction.

Lee, D.-H., et al. (2021) in his study delved into the impact of exhibition service quality on event satisfaction and behavioural intention among domestic and international attendees of a medical tourism exhibition. A total of 353 samples were collected for the study. The researcher employed exploratory factor analysis for revealing the key dimensions of exhibition service quality and they were physical quality, social quality, delivery quality and environment quality. The most significant factor among these were the social quality. A regression analysis was done to study the impact of event satisfaction on behavioural intentions and the study revealed a significant impact between these two.

Hazira et al. (2022) investigated robust marketing protocols for the corporate event sector in Malaysia, applying the seven Ps of marketing and thematic analysis. The research ascertained the engagement of major estimation leaders as a significant element of successful strategies, USPs (“unique selling points”), and relationship marketing. A comprehensive method, such as digital marketing and SWOT analysis, was suggested to strengthen the competitiveness of Malaysia as a corporate event destination. Such perspectives underscored the significance of associating strategic planning with advance marketing equipment to promote event prominence and apply in the worldwide market. At the same time, Swart et al. (2021) analyzed the branding of Dubai as a consistent sports destination via the key sporting events organization. Therefore, the research determined factors including robust management, tourism attractiveness, and event differentiation as essential to achievement while observing the random avoidance of sustainable activities. The study recommended adopting commercial and social sustainability factors into event planning and engaging local

populations in continuous practices to prevent this gap. Such outcomes are especially significant to event managers intending to control commercial objectives with social and environmental accountabilities.

Biscaia et al., (2023) explored the impact of service quality on various factors like event experience, event satisfaction, customer loyalty and behavioural intention in the context of spectator sports. The study reveals a positive correlation between service quality and consumer outcomes. The study highlighted how providing high end service quality results in enhancing event experiences which leads to event satisfaction, loyalty and positive behavioural intentions. The study also helped in understanding the role of venue, staff interaction, amenities, appetite and accessibility as a major factor in creating and enhancing event experiences.

Medeiros, S. A. de, et al. (2023) sheds light on the influencing effect of participants experiences on their satisfaction level and the mediating role of eudaimonia at the film festival during the Penedo Film Circuit 2021 in Northeast Brazil. The study discovered that the self-expression at the film festival positively influences the participants satisfaction. Another factor influencing the satisfaction level is eudaimonia which can be achieved by offering experiences that promote personal growth and self-actualisation. The study emphasised the significance of enhancing event experience through participants engagement to achieve customer satisfaction.

Mensah, C., et al. (2023) conducted a bibliometric review of festival research within the time period of 1978-2020. The major theme covered under the festival research were event quality, event satisfaction, behavioural intentions, event sustainability, event experiences, customer loyalty, revisit intentions and festival impacts and management. The study provided an in-depth knowledge into festival research and the interconnectedness of various themes. The study revealed event management as the emerging journal with the highest proportion of published articles.

Tham (2024) developed an inclusive discussion of social media's changing influence on event management, demonstrating 21 articles published between 2015 to 2022. The research showed that social media shifted from user-produced content stand to

strategic equipment for a competitive edge in event promotion. On the contrary, Jinquan (2016) applied the case study of the Macau Grand Prix to offer a model for controlling the hallmark circumstances. Major factors, such as risk management, transportation, sponsorship, and ticketing were determined as important to event success. Therefore, the study underscored the significance of associating marketing frameworks and event project management to gain promotional and operational excellence. Such perspectives facilitate event managers with valuable models for advancing the marketing and management of unique and large-scale events.

Together, such literature facilitates actionable perspectives on the transformative influence of sustainable practices, marketing strategies, and social media in event management. Tham (2024) and Harb et al. (2019) underscore the enhancing significance of social media in constructing customer behavior and acquiring competitive advantage. Mainolfi & Marino (2020) and Swart et al. (2021) emphasize the requirement for collaboration and sustainability between industries to develop event outcomes. Jinquan (2016) and Hazira et al. (2022) facilitate practical models for project management and strategic marketing in event planning. Moreover, further investigation needs to be closely examined into improved social media practices, local community involvement, and sustainability to cover appearing barriers in the event sector, confirming its consistent success and evolution.

2.9 Research Gap and Conclusion

In conclusion, the role of variables in the robust management of CRM is perceived after reviewing several studies on CRM and its major factors, including customer loyalty, customer satisfaction, relationship quality, and service quality, dependent on bibliometric analysis. Therefore, the researcher acquired a thorough experience with the intricate relationships and conceptual associations in the multidimensional CRM perception. This literature review highlighted the mediating influence of variables, particularly customer satisfaction and relationship quality, between customer loyalty and service quality. It is proven that CRM factors, including customer satisfaction, relationship quality, and service quality, possess an important role in behavioral

intentions and customer loyalty, dependent on the bibliometric outcomes. Moreover, the assessments reported the significance of the robust application of CRM for the survival and development of all customer-based service industries.

Chapter 3

CUSTOMER RELATIONSHIP MANAGEMENT AND ITS KEY DIMENSIONS IN EVENT MANAGEMENT: A THEORETICAL FRAMEWORK

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3.1 Introduction

This chapter presents a comprehensive theoretical framework on CRM in the context of Event Management Sector. The chapter examines each of the core dimensions of CRM that is Service Quality, Relationship Quality, Event Satisfaction and Customer Loyalty through relevant models to provide a base for understanding CRM and its key dimensions. In addition to that the chapter explores the landscape of event management in the global perspective along with special emphasis on the Indian and Kerala Context.

3.2 Events and Event Management

Events have been an integral part of human culture throughout history, with the term 'event' deriving from the Latin '*eventus*', originally referring to significant occurrences beyond everyday life (Berridge, 2007). Events revolve around people coming together to create, operate, and participate in collective experiences (Silvers, 2004). They are defined as activities that gather specific groups in a defined time and place, providing a platform where messages are communicated and unique happenings occur (Eckerstein, 2002). Events serve a variety of purposes, ranging from public to private, commercial to charitable, and celebratory to commemorative, all sharing the common characteristic of producing measurable outcomes through shared experiences (Silvers, 2004).

The scope of events today is vast, encompassing social gatherings, cultural festivals, business meetings, sports competitions, and artistic performances. While historically event organization was often a familial or community responsibility, the increasing complexity of contemporary life and a demand for personalized and professionally executed occasions have led to the emergence of specialized event management as a

distinct industry (Getz, 2008). This professionalization allows clients to delegate the burdens of planning, ensuring their events are memorable and executed with minimal stress.

Effective event management entails a multifaceted organizational effort that includes funding, staffing, marketing, security, logistics, and creative production (Allen et al., 2005). It involves setting clear objectives, defining roles and responsibilities, applying standards, and implementing processes designed to maximize the event's success. According to Getz (2008), event management is defined as “an applied field of study and area of professional practice devoted to the design, production and management of planned events, encompassing festivals and other celebrations, entertainment, recreation, political and state, scientific, sport and arts events, those in the domain of business and corporate affairs and those in the private domain”

Contemporary event management has evolved to emphasize the delivery of experiences that satisfy sophisticated and diverse attendee expectations. Events are now recognized as experiential platforms that engage participants cognitively, emotionally, and socially, thereby positioning event managers as ‘experiential engineers’ who design meaningful interactions (Getz, 2007; Berridge, 2012b; Silvers, 2004). Pine and Gilmore’s Experience Economy (1999) emphasizes that events should create immersive and memorable experiences where attendees actively participate, moving beyond mere service delivery to emotional and sensory engagement. Silvers’ six dimensions of event experience—anticipation, arrival, atmosphere, appetite, activity, and amenities—provide a practical framework for designing all aspects of an event to ensure a satisfying and holistic attendee experience (Silvers, 2012). Service-dominant logic highlights that organizers and customers work together to create the event experience, with customers playing an active role in shaping what happens (Vargo & Lusch, 2004). Event management today is about more than just organizing logistics. It is more focused on crafting experiences that truly engage people. Successful events create meaningful connections that resonate emotionally and socially with attendees.

3.3 Types of Events

Event management encompasses various types of events, each with distinct purposes, formats, and audiences. These events can range from corporate gatherings to social, cultural, and entertainment-driven experiences. Below are the key categories of events commonly managed in the industry:

- **Corporate Events:** These include conferences, seminars, meetings, product launches, team-building activities, and trade shows. These events focus on business objectives, knowledge sharing, and networking opportunities.
- **Social Events:** These events focus on socializing and celebrating personal milestones, such as weddings, parties, reunions, and fundraisers. These are also known as Personal Events. They are often more intimate and tailored to the individual or community needs.
- **Cultural Events:** These events aim to celebrate and preserve cultural heritage through festivals, religious ceremonies, and cultural exhibitions. They provide an opportunity to educate and engage attendees with specific traditions.
- **Sports Events:** Ranging from local marathons and races to large-scale international competitions like the Olympics, these events centre around athletic competition, physical activities, and entertainment.
- **Entertainment Events:** These events include concerts, theatre performances, film screenings, and comedy shows. They are designed to provide entertainment and engage audiences through performances or exhibitions.
- **Educational Events:** Workshops, training programs, and symposia fall under this category. They focus on providing learning experiences and skill development for participants.
- **Government and Political Events:** These include political rallies, public consultations, and official state functions aimed at engaging the public, promoting policies, or commemorating important national events.

- Hybrid Events: These events combine both virtual and in-person components, such as virtual conferences and hybrid meetings, allowing for broader accessibility and wider audience reach.

Figure 3.1

A Typology of Planned Events

CULTURAL CELEBRATIONS - Festivals - Carnivals - Religious events - Parades - Heritage Commemorations	SPORT COMPETITIONS - Professional - Amateur	POLITICAL / STATE - Inaugurations - Investitures - VIP visits - Rallies
ART / ENTERTAINMENT - Concerts - Other performances - Exhibits - Awards ceremonies	EDUCATIONAL AND SCIENTIFIC - Seminars, Workshops, Clinics - Congresses - Interpretive events	
BUSINESS / TRADE - Fairs, Markets, Sales - Consumer and Trade Shows - Expositions - Meetings and Conferences - Publicity events - Fund-raiser events	RECREATIONAL - Games and Sports for fun - Amusement events	PRIVATE EVENTS Personal Celebrations - Anniversaries - Family holidays - Rites of passage Social Events - Parties, galas - Reunions

Source: Getz, 1997: 7

3.4 Event Management as an Industry

The event management industry has experienced significant growth and transformation, particularly over the last three decades. Initially, events such as personal functions—weddings, anniversaries, and birthday parties—were informal gatherings, but today, they have evolved into grand social affairs that require professional organization. In parallel, the rise of large-scale corporate events, including meetings, seminars, exhibitions, product launches, and conferences, has been a significant driver for the industry. The growth of mega-companies has also brought a wave of celebrity shows, international artist performances, road shows, and competitions that are now regularly hosted in India. The event management sector has become one of the world’s fastest-growing and economically lucrative industries, as noted by the International Special Events Society (ISES). With the growing

prominence of global festivals and events such as the Asian Games, the importance of professional event management has only increased, as these events can have profound impacts on local communities and even national economies. The industry has expanded to incorporate corporate branding, charity events, and interest group initiatives, further increasing its complexity and scope. Additionally, there has been a growing trend towards sustainability, with eco-friendly event planning practices being widely adopted. Planners are increasingly integrating environmentally conscious measures, such as recyclable badges, local food sourcing, and reducing plastic use, reflecting the sector's response to environmental concerns. Despite this expansion, the industry faces challenges related to organization structure and representation, as there has yet to be a unified body that advocates for the sector to government, corporate, and licensing authorities. The event management industry continues to evolve as a professional and structured field, and its role in shaping economic and cultural landscapes remains increasingly vital.

3.5 Global Perspective of the Event Management Industry

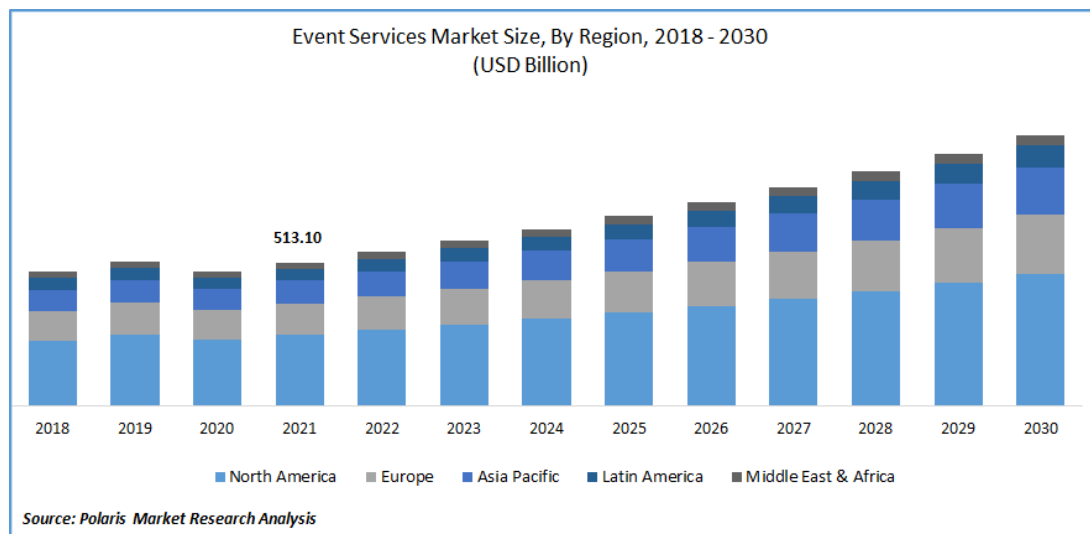
The Event Management Industry during the recent years have evolved into a major economic force. According to Allied Market Research (2024), the global events industry was valued at \$736.8 billion in 2021 and is projected to reach \$2.5 trillion by 2035, growing at a compound annual growth rate (CAGR) of 6.8% from 2024 to 2035. This growth is mirrored in the findings of Arizton (2024), which reported the market size at \$936.14 billion in 2023, with expectations to hit \$1.76 trillion by 2029 at a CAGR of 11.06%. This growth is found to have an impact on the national economies of many countries. The expanding event industry demands for more workforce and this in turn have led to employment generation worldwide. According to Global Event Management Outlook (LinkedIn, 2024), the demand for skilled workers including planners, coordinators, digital content creators, logistics experts, and IT support teams are rapidly growing. Furthermore, the execution of large-scale events stimulates local economies through hospitality, catering, venue management, and transport services. This creates indirect employment opportunities and fosters the growth of micro, small, and medium enterprises (MSMEs) around event venues. The events especially music concerts, festivals and exhibitions are attracting tourists from all over the world which in turn is boosting the tourism industry also. Additionally, post-pandemic

normalization of travel and the surge in demand for immersive experiences across corporate, entertainment, and sports sectors have further fuelled this trajectory (SkyQuestt, 2024).

As noted by BusinessWire (2024), the rise in sustainability-focused and tech-integrated events illustrates a shift towards more responsible and inclusive experiences. Nations that invest in robust event infrastructure and policy support are better positioned to host international conferences, expos, and sports tournaments, which in turn elevate their global reputation. This not only enhances their soft power but also enables long-term benefits such as foreign investment, cross-border collaboration, and innovation in digital services.

Figure 3.2

Event Services Market Size



3.6 Event Management Industry in India

The Indian event management industry has experienced significant growth, driven by rising disposable incomes, rapid digital adoption, and expanding consumer demand for immersive live experiences. According to Allied Market Research, the Indian events industry was valued at around USD 15 billion in 2023 and is projected to grow at a CAGR of approximately 20% over the next five years. This rapid expansion is fuelled by diverse segments, including corporate events, weddings, concerts, exhibitions, and government functions (Mordor Intelligence, 2024). The industry's

growth is also underpinned by increasing professionalization and adoption of technology in event planning, crowd management, and digital marketing, which has enhanced operational efficiencies and audience engagement (Allied Market Research, 2023).

The rising scale and impact of live events are exemplified by landmark concerts such as Coldplay's 2024 'Music of the Spheres' tour in Ahmedabad, which attracted over 222,000 attendees and generated an estimated INR 641 crore economic impact spanning direct revenues from ticketing, accommodation, retail, and transportation, as well as significant indirect benefits to allied sectors such as tourism and hospitality (EY-Parthenon, 2024). This event marked a milestone in positioning India as a global hub for large-scale live entertainment, showcasing the nation's growing infrastructure capability and consumer appetite for world-class events. The concert economy segment alone is forecast to grow at a CAGR of 19% over the next three years, reflecting a broader trend of experiential spending growth among India's expanding middle class (EY-Parthenon, 2024).

The wedding segment, a significant component of the event industry, has also seen remarkable growth. The Indian wedding industry is valued at approximately \$130 billion, making it the second-largest wedding market globally, just behind China (Marketsandata, 2024). This sector encompasses various services, including venue selection, catering, decoration, photography, and entertainment. The demand for personalized and elaborate weddings has led to the emergence of specialized wedding planning services, contributing to the industry's expansion (Grand View Research, 2024).

Beyond its economic contributions, the event management sector plays an important role in employment generation and urban development. The demand for organized events has increased employment opportunities across multiple domains, including event production, logistics, security, hospitality, and marketing (KPMG India, 2023). Furthermore, government initiatives and regulatory reforms aimed at streamlining permissions and promoting sustainable practices are fostering a conducive environment for industry expansion. This sector not only contributes to GDP growth

but also enhances India's cultural capital by facilitating diverse public engagements and global connectivity (IBEF, 2024).

3.7 Event Management Industry in Kerala

The event management industry in Kerala is a growing and vital sector contributing significantly to the state's economy. According to the Government of Kerala's official dashboard, there are 8,771 enterprises operating within event management and related fields such as media & entertainment, video/photo processing, printing, cable TV, and internet services, with a total investment of ₹497.18 crore and employment generated for 16,858 people. This highlights the sector's role in providing livelihood opportunities and promoting entrepreneurship within the state.

The Kerala government has taken proactive steps to revive and support the event management industry, which was severely affected by the COVID-19 pandemic (The Hindu Business Line, 2020). Initiatives include the creation of a social welfare fund for event management businesses, integration of event organizers in tourism promotion activities, and the development of hygiene and safety protocols for events and ceremonies post-lockdown. These measures are aimed at reducing bureaucratic barriers, stimulating demand, and ensuring sustainable sectoral growth (Times of India, 2020).

Globally, the event management industry is recognized for its substantial contribution to employment generation, economic growth, and cultural exchange. Kerala's event sector growth aligns with these global trends by boosting tourism, creating jobs, and fostering cultural vibrancy. With governmental support and an expanding base of professional event enterprises, Kerala is well-positioned to leverage international event management trends to accelerate its economic development and tourism appeal.

3.8 Customer Relationship Management

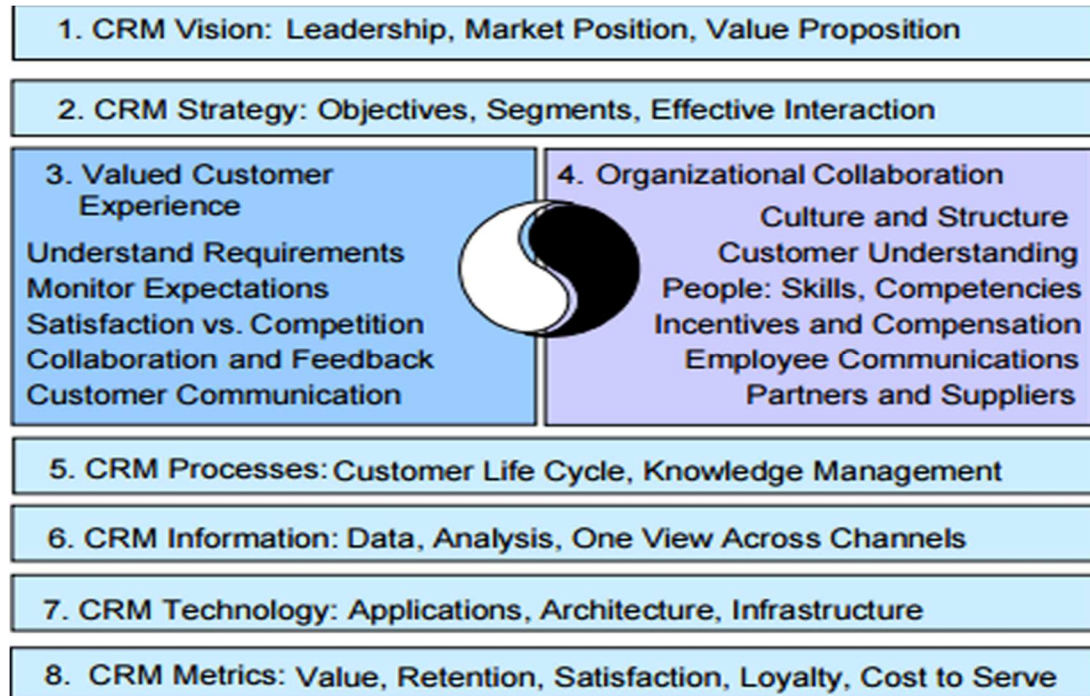
In a contemporary service-driven economy, the importance of CRM cannot be ignored. CRM is a holistic business philosophy focused on enhancing customer value through customer engagement nurturing long term relationships through improved quality of services and deriving maximum satisfaction (Rai, A. K, 2012). According

to Philip Kotler, CRM is the process of acquiring and managing information about individual customers and all customer ‘touch points’ to maximize customer loyalty. It can also be described as a business strategy comprising of process, organizational and technical change to better manage business around customer behaviors (Kotler, P., & Keller, K. L. 2009). The main discipline of CRM covers the relationships and knowledge sharing between their companies and their customers. The purpose of CRM is in balancing the company’s vision and objectives while satisfying the diverse needs of the customers. CRM is not merely a technology solution. As per the opinion of Guerola-Navarro et al., (2021), organization which value CRM as a technology is sure to face failure in the long run. CRM is a mix of people, process and technology for understanding the company’s customers and their needs. CRM thus refers to a mix of strategies and process implemented by the organization to identify, acquire and retain the customers to create and enhance customer value benefiting both the company and the customers. CRM help in handling the queries and concerns of customers effectively. A well-balanced CRM is the technique of creating mutual trust among all parties engaged in the business process. CRM systems are thus aligned to compile information about the customers and utilizing these to gain a sustainable competitive advantage by delivering the best services to the customers.

The Gartner Research model provides a valuable framework titled “Building Blocks of CRM”, in understanding the critical components of CRM. This model outlines eight essential elements that must work together to ensure CRM success. Each component is interconnected, contributing to a unified approach toward achieving customer-centric goals.

Figure 3.3

Gartner Research Model



Source: Gartner Research

- CRM Vision

CRM vision is a strategic guide incorporating all CRM initiatives for achieving the organizational goals. This is the foundation of a successful CRM strategy. It emphasizes clear leadership, a strong market position, and a compelling value proposition that sets the tone for the entire organization’s approach to managing customer relationships.

- CRM Strategy

This component focus on converting CRM vision into measurable outcomes and how to achieve the goal set. Here emphasis is given on segmenting the customers and tailoring CRM approaches accordingly. The interaction strategies are also designed for effective interaction strategies to reach and engage customers.

- Valued Customer Experience

The Valued Customer Experience is a block which determines the effectiveness of Customer Relationship Management (CRM), as it directly impacts customer perceptions, satisfaction levels, and loyalty. This component focuses on consistently delivering high-value experiences by understanding customer needs, monitoring expectations, benchmarking satisfaction against competitors, encouraging feedback, and maintaining effective communication.

- Organizational Collaboration

Organizational Collaboration involves building a customer-centric culture where employees are informed with CRM goals through appropriate training, skill development, and incentive structures. Organizational collaboration ultimately enhances relationship quality by promoting trust, responsiveness, and service excellence, thereby contributing to long-term customer loyalty.

- CRM Processes

This block refers to managing the entire customer life cycle right from prospecting to follow-up while also focusing on knowledge management to support relationship-building activities. Processes are designed in such a manner it enhances customer value improving the service consistency, personalizing the experience and finally building relationships that lasts a lifetime ensuring customer loyalty and repeat business.

- CRM Information

CRM Information involves consolidating data from different channels, analyzing, and synthesizing it which helps the organization to not only deliver personalized services but also predict future behavior and preferences.

- CRM Technology

CRM Technology is a set of software tools and digital platform used for data collection, storage and analysis to support continuous interaction with the customers. These technologies ensure that customer receives good experience across all

touchpoints and enhance the personalization through data insights. acts as an enabler of CRM processes. It includes tools and platforms that support data management, process automation, and customer interaction through multiple channels.

- CRM Metrics

CRM metrics are essential for evaluating the effectiveness and impact of customer relationship management initiatives. These metrics are used for evaluating the key dimensions like service quality, relationship quality, customer satisfaction, retention rate and customer loyalty. These metrics helps to understand how CRM strategies influence customer behavior, optimize resource allocation, and contribute to long-term profitability and sustainable growth.

3.9 CRM in Service Sector

Service sectors have emerged as key contributors to the economic structure of numerous countries over the past three decades (Yilmaz, 2010). ‘Customer is the king’ is more prominent in the service sector. Handling the customers effectively, understanding their needs and preferences and ensuring high quality services are the necessities to endure the massive competition. Creating and maintaining good customer base to ensure their loyalty is nowadays the principal objective of every service organization to earn economic value. Service sector no longer depend on traditional marketing strategies for customer acquisition and retention. Service sector is a sector where intangible offerings, customer interaction, and experiential value are central to business success. CRM has now emerged as the best strategy for the service sector to gain a competitive advantage and ensure long term business survival. The best way to achieve this is by implementing CRM as a day-to-day strategy fully incorporated into the business at early stages rather than a one-time mechanism.

A number of studies have shown how investing in CRM have led to business profitability in service sector (Reichheld & Sasser, 1990). The outcome is evaluated through variables such as business performance and the satisfaction levels of both customers and employees (Law, A. K., Ennew, C. T., & Mitussis, D, 2013). CRM has helped the service sector businesses in understanding their customers better and in

maintaining a strong relationship with them. CRM in the service context is not just a technology but a holistic approach to managing customer experiences throughout the lifecycle. In service industries, CRM systems help in understanding customer expectations, personalizing service delivery, and managing feedback in real time. The intangible nature of services requires providers to build trust and deliver consistently high-quality experiences, which CRM facilitates through data-driven decision-making and targeted communication strategies.

3.10 CRM in Event Management Sector

CRM in event management sector is highly challenging. This is a sector which focus on providing personalized and customized services to their customers. Event Sector is a business which acquire customers mainly through word-of-mouth marketing. Many studies pointed out how satisfied customers refer their service providers to their family and friends. This is where the implementation of CRM benefits the sector. CRM implementation has positive effect in enhancing customer satisfaction and building loyal customer base.

Due to the developing event market and cut throat competition, firms doing event business are adapting innovative methods and process to gain competitive advantage. One such technique is CRM. The event organizers and firms have started utilizing these techniques to chalk out the needs of the customers and finding out methods to satisfy these needs to the best possible manner. Event companies have implemented CRM tools and strategies for better integration of customer information for facilitating smooth event experience for their customers. CRM is used by event organizers to form a 360-degree view of customer satisfaction and how it can be applied to their services to enhance the satisfaction. CRM is also used in event firms to segment their customers based on various demographic variables to tailor the services in accordance to the customers' needs and desires. CRM helps streamline operations by coordinating marketing efforts, managing registrations, automating follow-ups, and capturing post-event feedback. This enhances not only customer satisfaction and perceived service quality but also the depth of relationship between the event organizers and attendees.

3.11 Need for CRM in Event Management Sector

1. Intense Competition

In a saturated and competitive event market, CRM acts as a tool for differentiating an event organizer from its competitors. A relationship driven CRM helps in creating emotional bonds and trust among the customers. CRM serves as a tool to acts as the only differentiator by providing high quality services.

2. Customer acquisition and retention

With a base of well-informed customers with rising expectations, the event firms should focus on providing high quality services which maximizes the customer satisfaction. CRM helps event organizers in understanding customers' needs and preferences through early engagement band pre-event interactions. This helps in customer retention and paves the way for long term loyalty.

3. Maintaining Brand Identity and Loyalty

Regular feedback system is a must for maintaining Brand Identity and Brand Loyalty. An effective CRM can ensure this by facilitating a regular feedback mechanism and proactive and prompt action as and when needed.

4. Building Trust and strong relationship

Effective CRM tools help in developing trust and long-term relationship with the customers. By providing regular, consistent and transparent communication, CRM helps to strengthen the relationship quality and induce the customers to return back to the event organizers contributing to customer retention and long-term customer loyalty.

3.12 CRM systems in Event Management Sector

CRM systems can be classified into operational, analytical, and collaborative CRM, depending on their primary functions. CRM systems support event organizers in managing interactions across the entire customer journey from initial outreach to post-event follow-ups.

1. Operational CRM

The focus of operational CRM is on providing automation to improve the efficiency of customer interaction. CRM software packages are used to store the information about the customers which enables the event organizers to maintain higher level of customer interactions. This helps the event team to effectively manage large volume of customers with ease reducing manual work and increasing operational efficiency. The operational CRM focus on activity related to lead generation and follows, sending targeted campaigns to the customers for continuous customer engagement, enabling quick response to customer queries and giving real time updates on event details.

2. Analytical CRM

Analytical CRM focuses on analyzing the customer data to understand the customers better and provide personalized and customized services. This helps in understanding the customers behavior, preferences and needs which helps in undertaking decision that enhance customer experience and optimize the event offerings. Analytical CRM also focuses on customer segmentation, forecasting the future behaviors of customers based on past data and tailoring the services on the basis of needs of customers based on past interactions and feedback.

3. Collaborative CRM

Collaborative CRM helps in bringing people, process and technology together by enabling flow of data and information to the interested users of Event Management Sector for enhancing the customer service. Collaborative CRM believes in ensuring that all parties involved in an event have access to updated information about the customers to provide uninterrupted services. This involves providing online services and tools to reduce the overall customer cost and enhancing the event experience for customers by ensuring they receive consistent, coordinated communication across all touchpoints.

3.13 Models of CRM

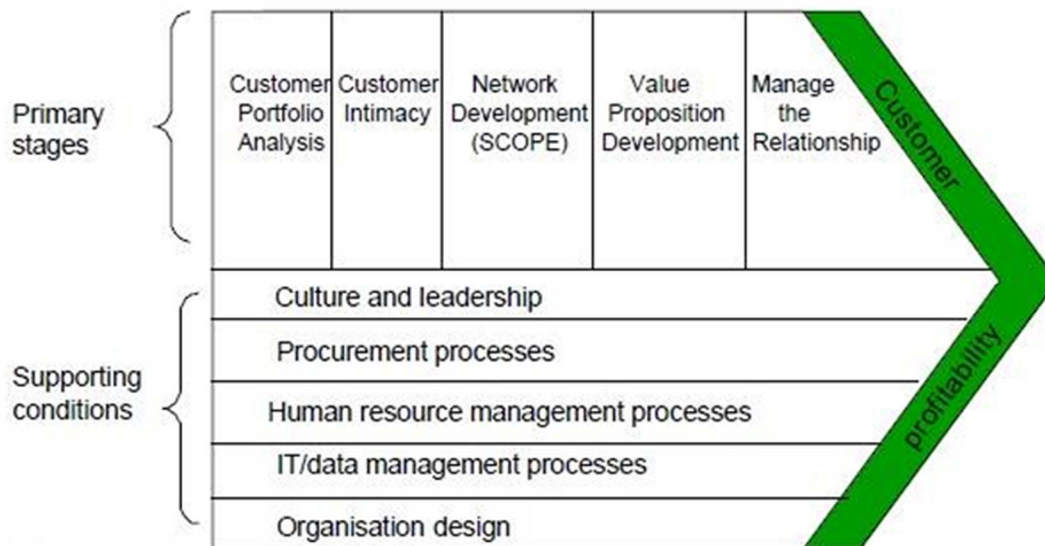
Customer Relationship Management (CRM) is a critical strategy for building strong, lasting relationships with customers. Over the years, several models have been developed to guide businesses in managing their customer relationships more effectively.

- **CRM Value Chain Model**

The CRM Value Chain Model is a customer-centric approach model developed for building a profitable customer relationship (Buttle, 2002). The model starts with segmenting the customers, targeting and acquiring them and finally building a strong base of loyal customers. The emphasis of this CRM model is in building strong relationship in the long run and improving the relationship quality among customers, employees, dealers and all stakeholders.

Figure 3.4

CRM Value Chain Model



Source: Buttle, 2002

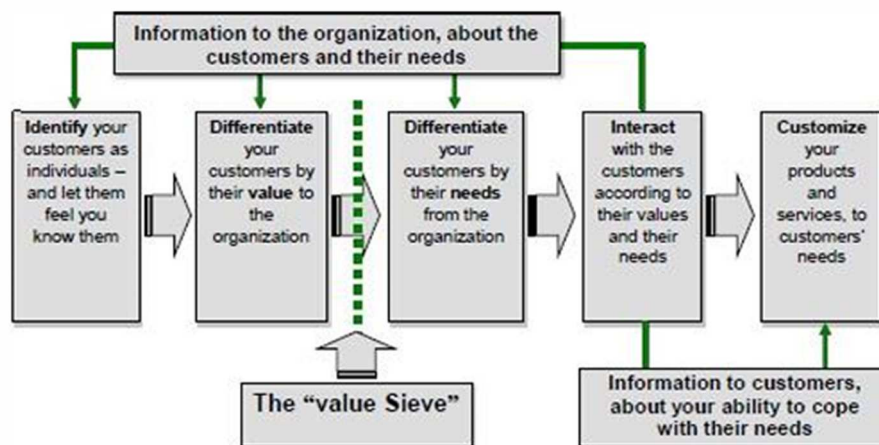
- **IDIC model**

IDIC model by Pepper and Rogers (2004) covers a four-step approach to CRM. This model focus on managing relationships in a customized and personalized way with

the goal of fostering customer loyalty. The model identified four key components: Identify, Differentiate, Interact, and Customize. The IDIC model highlights the importance of personalization in building lasting customer relationships. The model provided a framework on how identifying, differentiating, interacting, and customizing services can create valued experience to each customer, leading to stronger loyalty. The IDIC model helps businesses in understanding the customers' needs and preferences helping them to tailor their strategies accordingly which leads to improved customer loyalty, retention, and overall satisfaction.

Figure 3.5

IDIC Model



Source: Pepper and Rogers (2004)

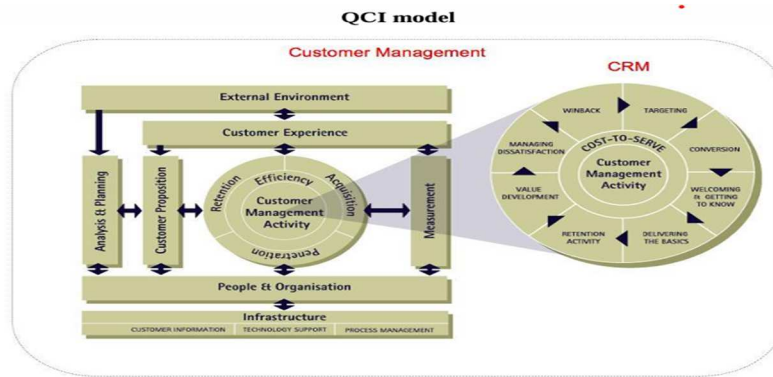
- **Quality Competitiveness Index Model**

The Quality Competitiveness Index (QCI) Model focuses on evaluating the competitiveness of a business based on the quality of customer relationships. Here, the focus is more on customer management than building relationships. The model stressed on the point on how effective customer management by providing high quality services leads to relationships. The QCI model integrates both quality management and CRM strategies to assess how well a company can differentiate itself in the market based on service quality and customer satisfaction. The main part of this model is customer management activities focusing on acquisition, penetration, and

retention. The other part consists of people and organization that are moved by customer experience and external environment.

Figure 3.6

QCI Model



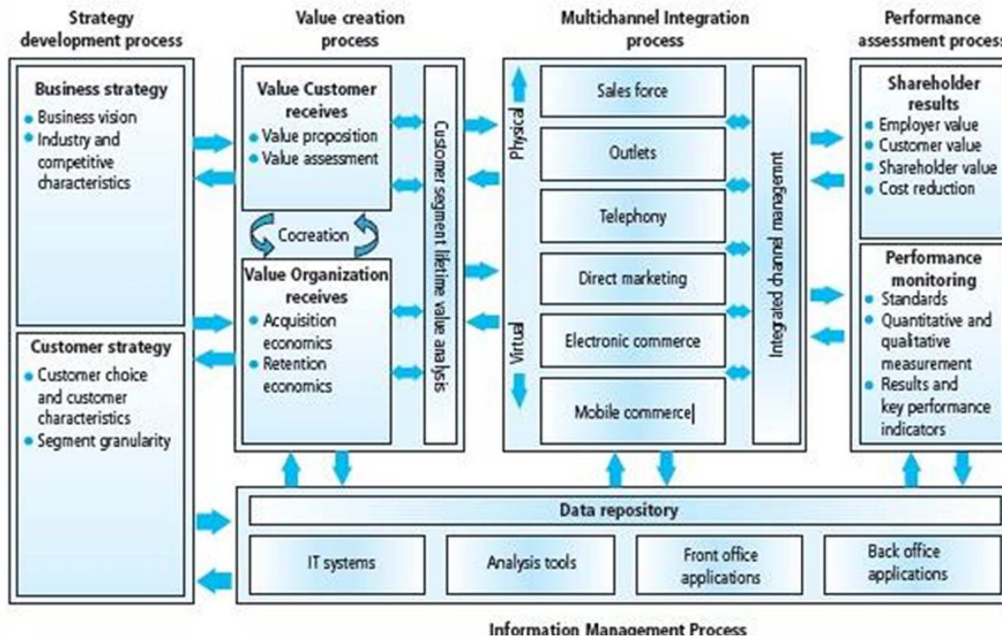
Source: Hewson et al, 2002

- **Payne’s Five Forces Model**

The Five Forces Model by Adrian Payne (2006) examines the forces that influence customer relationships and the effectiveness of CRM strategies. This model identifies five key forces that shape the nature of CRM: information management process, strategy development process, value creation process, multichannel integration process, and performance assessment process. The information management process deals with the systematic collection, storage, analysis, and use of customer data to make informed decisions and drive CRM strategies. Strategy Development process combines both business strategies and customer strategies while identifying and interacting with their customers. The value creation process focuses on delivering value to customers at every interaction through high quality services and relationship quality driving customer satisfaction. The multichannel integration process involves ensuring seamless communication and interaction with the customers by connecting various communication channels enabling customer engagement at each and every point. Performance assessment helps to measure the success of CRM strategies through customer feedback, evaluating key dimensions of CRM and comparing the results with that of the competitors and identify areas for improvement.

Figure 3.7

Payne's Five Forces Model



Source: Strategic Model for CRM (Payne, 2006)

3.14 Key Dimensions of CRM

There are several key dimensions that significantly contribute to the development of strong and lasting customer relationships. Understanding each of these components is essential for enhancing CRM strategies, ensuring high customer retention, and building loyalty. In the present study, Perceived Service Quality, Relationship Quality, Event Satisfaction, and Customer Loyalty are the key dimensions of CRM identified which are crucial for assessing CRM effectiveness. These dimensions are justified based on established CRM models. The CRM Value Chain Model emphasizes the importance of delivering consistent quality at every customer touchpoint, aligning with Perceived Service Quality (Parasuraman et al., 1985), which shapes customer satisfaction and loyalty. The IDIC Model focuses on identifying customer needs, differentiating customer segments, and creating customized services, which directly links to Relationship Quality. Commitment-Trust Theory (Morgan & Hunt, 1994) further supports this by emphasizing trust and commitment as central to

building strong, lasting relationships. Event Satisfaction, a key element for CRM success, is supported by the Quality Competitiveness Index Model (Garvin, 1987), which shows the direct connection between service quality and customer satisfaction, driving loyalty. Lastly, Customer Loyalty is the ultimate goal of CRM, as highlighted in the IDIC Model and Commitment-Trust Theory, which link loyalty to sustained trust and commitment. These dimensions, when effectively managed, enhance customer retention, satisfaction, and business success.

3.14.1 Service Quality

The importance of delivering high quality services has increased noticeably and a number of studies have pointed out service quality as a prerequisite for the survival of business in the highly competitive market (Ghobadian, Speller, & Jones, 1994). All service organizers depend on the satisfaction of the customers for the success of their business and service quality is one key to achieve a sustainable advantage to maximize customer satisfaction (Shemwell, Yavas, & Bilgin, 1998). A sustainable growth and survival along with gaining competitive advantage is possible for service sectors by adopting a service-centered orientation through collaboration, co-creation and leveraging knowledge and expertise (Lusch et al., 2007).

Service quality can be defined as the overall judgment or attitude toward the superiority of service relative to competing offerings (Parasuraman et al., 1988). Lewis (1989) states that service quality is "the customer's assessment of whether a service meets their expectations and the resulting satisfaction level." Another definition of service quality is that Service quality is the "difference between customer expectations for service performance prior to the service encounter and their perceptions of the service received" (Carman, 1990). This definition reinforces the idea of service quality as a gap between expectations and perceptions. Cronin and Taylor (1994) have defined service quality as a form of outlook evaluating the services provided in the long run.

As evident from previous literatures, Service quality has a direct impact on customer satisfaction, loyalty, and retention (Cronin et al., 2000; Gallarza & Saura, 2006; Lundahl et al., 2009; Chen & Tsai, 2008; Kumar et al., 2013). Positive service quality leads to repeat customers and customer retention while Poor service quality create dissatisfied customers leading to the loss of business (Heskett et al., 1994). Satisfaction and dissatisfaction among customers mainly occur while comparing their expectations with that of quality of services received (Lewis & Mitchell, 1990). Evaluation of goods comes easily than services which are rarely possible (Grönroos, 1984). Service quality is measured usually under two aspects: technical quality which is the actual outcome or result of the service provided and functional quality which focus on how the service is delivered. Both technical and functional quality contribute to overall service quality leading to customer satisfaction and customer loyalty (Parasuraman et al., 1985).

Models of Service Quality

Several theoretical models have been developed to measure service quality. These models are being wildly used to identify and understand service quality from a consumer's perspective. One of the most used and cited model of service quality is SERVQUAL model coined by Parasuram et al. (1985) as it can be generally applied to almost all service quality studies. The SERVQUAL model posits that service quality can be measured by assessing the gap between customer expectations and perceptions. Another model of service quality is SERVPERF (Service Performance) which is a refinement of the SERVQUAL model coined by Cronin & Taylor, (1992). In this model, focus is given to service performance and it measures the performance of a service instead of the gap between expectations and perceptions. Parasuraman, Zeithaml, & Berry, (1988) came up with the GAPS Model of Service Quality which identified five key gaps that exist in the service delivery process and affect service quality. The gaps identified were the Gap between customer expectations and management perceptions of those expectations, management perceptions and service quality specifications, service quality specifications and service delivery, service

delivery and external communications, customer perceptions and expectations. This model helped the service providers in recognizing and addressing the gaps effectively and efficiently which in turn ensured the customer satisfaction and loyalty in the long run.

Kano Model is another service quality model which provide additional insights into the subtleties of customer needs and understanding of perceived value. This Model distinguishes the needs of the customers in service delivery into three: basic needs, performance needs, and excitement needs. Kano, (1984) emphasized service quality as not just about meeting customer expectations but about exceeding them. This model helps businesses understand how customer satisfaction varies based on different types of service attributes and how to prioritize their improvement efforts. The Expectancy-Disconfirmation Theory (Oliver, 1980) is another model developed to explain customer satisfaction and service quality. According to this theory, customer satisfaction is primarily shaped by the comparison between expectations and perceptions. This model helps in understanding service quality by highlighting the importance of managing customer expectations and ensuring that perceptions of service quality meet or exceed those expectations.

Service quality in Event Management Sector

The focus of private event providers is to cater exclusive, tailored and personalized services for their clients unlike public events, where the focus is often on large-scale logistics. Service quality is a necessity in delivering exceptional experiences. In the tourism and event industry, as part of the service industry, service quality is a central aspect (Kouthouris & Alexandris, 2005). For private event providers, service quality is multi-faceted. The customers contact the service providers with so much of expectations and thus understanding different dimensions of service quality is a must for ensuring that the event meets or exceeds customer expectations. Perceived service quality in the event management sector is a result of the gap between customer expectations and perceptions similar to other service industries. Customers'

expectations are formed due to prior experiences, advertising, word-of-mouth, and other factors, and their perceptions are shaped by their actual experience during the event. Hence, this study has used the SERVQUAL model of Parasuraman (1985, 1988, 1996) to measure the service quality in the event management sector. The model has been modified and reworded to fit the event context as stated by Parasuraman et al., (1988).

Dimensions identified for the study

Based on the extant literature, SERVQUAL model has been modified to fit the context of private events by keeping the five core dimensions of service quality: Tangibility, Reliability, Responsiveness, Assurance, and Empathy the same and modifying and adapting the constructs for measuring each dimension to reflect the specific needs and characteristics of private event providers. The SERVQUAL model has been modified incorporating various variables from relevant research articles which actually measures the service quality in event management sector. The dimensions of service quality have been described below:

Tangibility

Tangibility relates to the physical presentation and tangible evidence that can be seen, felt or touched by the customers. In the event management context, tangibles play a crucial role in shaping the first impression, setting expectations, and influencing the overall experience for clients and guests. In the present study, the Tangibility dimension of service quality in private event management is measured using key elements identified in previous research. These include modern, well-maintained physical facilities (Baker & Crompton, 2000; Murray & Howat, 2002), professional staff appearance (Crompton, 2003), and easy-to-use online tools for event planning (Hyun et al., 2019). Additionally, offering a wide range of customizable options for services and materials (Lee, D.-H., et al., 2021) and the availability of surrounding facilities such as parking and accommodations (Hyun et al., 2019) are essential in shaping customers' perceptions of service quality. These elements are integral to the

tangibility aspect of service quality and play a critical role in enhancing customer satisfaction.

Responsiveness

Responsiveness is a critical dimension of service quality that refers to the willingness and ability of service providers to address customer needs and resolve issues promptly. In the event management context, responsiveness plays a crucial role in ensuring that the event runs smoothly, particularly when unexpected changes or problems arise (Armbrrecht, 2021). In the present study, the Responsiveness dimension is measured using key elements from relevant research articles (Ma & Kaplanidou (2021), Chen et al. (2021), Armbrrecht (2021)). These include the effectiveness in handling unexpected changes ensuring quick adaptation to last-minute requests or issues. The attentiveness and responsiveness of staff are crucial for maintaining customer satisfaction. A sense of urgency in addressing issues, regular communication before, during, and after the event, and a proactive approach to ensuring smooth event execution all contribute to service quality and customer loyalty.

Assurance

The Assurance dimension of service quality plays a vital role in the event management sector by instilling confidence and trust in clients. It involves several key factors that ensure customers feel secure and well-informed throughout their engagement. In the present study, the Assurance dimension of service quality is measured using key elements identified in various literature. These include clear and accurate information about services and amenities, friendly and approachable staff, transparency in pricing, well-trained staff to resolve issues promptly, and high confidentiality in handling personal information. These variables, which are crucial for fostering trust and confidence in event management, are drawn from the works of An et al. (2020), Ijadi Maghsoodi et al. (2019), and Theodorakis et al. (2015).

Empathy

Empathy in service quality refers to the personalized attention and understanding shown by event staff. In the present study, the Empathy dimension of service quality is measured using key elements from recent research. These include the welcoming nature and appreciation of staff (Kang et al., 2020; Başarangil, 2018), personalized services and customization, the empathetic nature of the event team when resolving issues, flexibility in accommodating last-minute requests, and exceeding expectations. These variables, drawn from the works of Kang et al. (2020) and Başarangil (2018), emphasize the importance of empathy in enhancing customer satisfaction and loyalty in event management.

Reliability

Reliability refers to the ability of service providers to consistently deliver the promised services with accuracy and dependability. In the present study, the Reliability dimension of service quality is measured using key elements from recent research. These include fulfillment of promises regarding service quality (Mensah et al., 2023; Biscaia et al., 2023; Tian et al., 2021), the ability to accommodate last-minute changes or requests, and providing clear and accurate information about the event schedule and logistics. Additionally, professionalism and competence throughout the event and adherence to deadlines and timelines are critical for ensuring the smooth execution of the event. These variables, as identified by Mensah et al. (2023), Biscaia et al. (2023), and Tian et al. (2021), highlight the importance of reliability in ensuring customer satisfaction and trust in event management.

3.14.2 Relationship Quality

Relationship quality is an essential concept in Customer Relationship Management (CRM), particularly in service industries like event management, where long-term customer loyalty is highly valued. Relationship quality refers to the strength and depth of the relationship between a service provider and a customer, based on key factors

like trust, communication, and commitment. These elements significantly influence customer satisfaction, loyalty, and retention. Various models have been developed to measure relationship quality, and the RELQUAL Scale is one such model. The RELQUAL Scale is a model developed by Lages et al. (2005) to measure relationship quality in export market ventures. It focuses on the dimensions that contribute to building strong and lasting business relationships, which can be applied to customer relationships in other service industries. The present study has taken this model to study the relationship quality in the event management sector. Relationship quality under this study have taken four dimensions based on the existing literature and which the researcher found suitable in the case of event sector. The dimensions used here are: trust, Information sharing and communication quality, Commitment and Long-term orientation. These have been modified and reworded to meet the context of event. These variables are taken from the works of Lages et al. (2005), Singh, S. (2023), Huang (2012), As'ad H. Abo-Rumman (2011), Alwie (2008) highlighting the importance of each dimension of relationship quality and its critical role in fostering customer loyalty and satisfaction.

Trust

According to McKnight and Chervany (2001), trust is divided into two concepts: trusting belief and trusting intention. Trusting belief is the customers perceptions regarding the trust factor and intention is how the customers are willing to depend on the service provider. Trust is considered as an important component in the Relationship quality. In the case of service industries, trust usually arises from past experiences (Urban, Sultan, & Qualls, 2000). Only when the customers trust the service providers, they will use their service in the long run and even recommend the service to others (Morgan & Hunt, 1994).

In the present study, the Trust dimension of relationship quality is measured using several key elements identified from various research. These include a reputation for being trustworthy, which is crucial in ensuring that clients feel confident in the event

provider's ability to deliver as promised. Transparency in business dealings plays a significant role in fostering trust, as clients expect clear and honest communication regarding all aspects of the event. Additionally, the event provider's ability to take responsibility for any mistakes or issues that arise during the event is vital in maintaining trust. A good track record of successfully managing events further solidifies the provider's reliability, as clients tend to trust businesses with proven success. Lastly, the ability to fulfill promises and commitments reinforces the provider's trustworthiness and reliability, ensuring long-term relationships with clients.

Commitment

From the existing literature available for CRM, Commitment is one of the prominent factors studied by various researchers frequently (Hsieh & Li, 2008). According to Blois (1997), commitment involves a willingness to undertake and establish those activities that would ensure the continued maintenance of a Relationship marketing. Only the committed customers bring business to the organization (Johnson and Roos, 2005). Commitment is an important factor in developing Word of Mouth intentions (Pritchard, Havitz, & Howard, 1999). Commitment plays an important and crucial role in the formation of the strength and longevity of relationships (Gundlach et al, 1995). It is the sense of belongingness and the emotional attachment of the customers towards the organization (Kumar et al, 1995).

In the present study, the Commitment dimension of relationship quality is measured using five variables. These include investing time and resources into the event, showing the event teams dedication to ensuring the event's success. The intention to maintain a long-lasting relationship by the event organizers reflects their interest on building lifelong connections with customers. Investing above the usual amount into the relationship indicates the deeper commitment of event organizer to enhance customer satisfaction. The willingness to go above and beyond ensures that the event

is truly memorable and being committed to meet specific needs and requests ensures that the event is tailored to the customers need and preferences.

Information sharing and communication quality

Information sharing and communication quality are essential components of relationship quality in Customer Relationship Management in the event management sector. Communication fosters and maintains relationship between the customers and the organisation (Mohr and Nevin, 1990). Communication is different from information sharing. Communication is the exchange of facts by both parties to achieve shared understanding (Duncan and Moriarty, 1998). It is based on how often the customers are contacted, the transparency and the clarity in the communication between them and the frequency and regular updates passed on to them. Effective communication fosters transparency, trust, and understanding between service providers and clients, which are critical for building long-term relationships. In the present study, the Information Sharing and Communication Quality dimension of relationship quality is measured through several key elements. These include constant contact through phone, e-mail, letter, etc., transparent in their communication, clarity in their instructions and directions for the event, sufficient time for communication and regular updates and communication throughout the planning process.

Long-term orientation

Long term orientation focuses on joint outcome as each party depends upon each other's performance for mutual benefits (Ganesan, 1994). Long-term orientation emphasizes the importance of sustained engagement, mutual trust, and continuous collaboration between event providers and clients. The Long-Term Orientation dimension of relationship quality is measured using several key elements. These include building long-term partnerships with their clients over short-term gains, investing time and effort into understanding long-term needs and goals, Resolution of complaints even if not their direct responsibility, Commitment for continuous

improvement and innovation and Willingness in making adjustments based on feedback.

3.14.3 Event Satisfaction

Satisfaction is the feeling of happiness and contentment felt by the customer when your product or service performance meet the expectation (Kotler & Keller, 2006). Satisfaction is considered as a major aspect in the growth of a business and its survival (Churchill & Surprenant, 1982). Tjiptono (2017) defines “Customer satisfaction is a feeling of pleasure or disappointment someone feels after comparing the perception of the performance (results) of a product with his expectations”.

As the business is growing at a fast pace, retention of customers is one of the major challenges faced by the organizations. One of the reasons is because of the non-fulfillment in satisfying the customers or lower level in satisfying them. Long-term relationships can be built only by achieving the highest level of satisfaction (Er, 2020). According to Kumar, Scheer and Kotler (2000) a customer may feel three levels of satisfaction. One is when customer experience the performance which is below their expectations leading to dissatisfaction. Second is when the service performance is in line with their expectation leading to a satisfied customer and the final stage is when the performance is over and above the expectations which delights the customers. In a very competitive era, service industry can survive and gain competitive advantage if and if only the third level of satisfaction is achieved (Maming and Pakki, 2020).

Customer satisfaction refers to the overall feeling of contentment or dissatisfaction that customers experience after using a product or service. Event satisfaction can be considered a subset of customer satisfaction, specifically focusing on the service or experience provided by an event (Theodorakis et al., 2015). Event satisfaction is crucial for event organizers because it directly influences customer loyalty, repeat business, and positive word-of-mouth recommendations. High levels of event satisfaction typically led to increased customer loyalty, where attendees are more likely to return to event organizers for future events and recommend the event

provider to others. Low satisfaction levels on the other hand can damage the event provider's reputation and reduce the likelihood of future engagement (Chen et al., 2012).

Cronin et al. (2000) in his study explored the relationship between service quality, satisfaction, and behavioral intentions. Four different models were formed to explain the relationships between these concepts. The study pointed out how service quality directly and indirectly influences behavioral intentions and satisfaction. This highlights the critical interplay between service quality, event satisfaction, and customer loyalty in shaping customer behavior and loyalty in the event management.

In the present study, Event Satisfaction is measured through several key dimensions, including Accessibility, Amenities, Appetite, Venue, and Staff. These dimensions are taken from the works of Baker and Crompton (2000) and Xin and Bauer (2012), who have emphasized the importance of various factors in shaping the overall event experience and customer satisfaction.

Accessibility

Accessibility focuses on ensuring the event is easily accessible to all attendees, a crucial factor for satisfaction (Baker & Crompton, 2000). An event which is inclusive and designed to meet the customers' needs will lead to a higher accessibility rate resulting in better event satisfaction (Berridge, n.d.). To measure the Accessibility dimension, several key variables are considered, including venue accessibility, restroom accessibility, event space accessibility, Facility Proximity and physical accessibility. Venue accessibility is influenced by factors like transportation and ease of entry (Goldblatt, 1997; Loos et al., 2008), while restroom accessibility ensures the availability of accessible facilities (Lee & Beeler, 2007; Crompton, 2003). Event space accessibility measures how easily guests can move through different areas of the venue (McCain et al., 2005; Lee & Beeler, 2007; Wilkins et al., 2007). Physical accessibility focuses on the venue's ability to accommodate guests with physical disabilities (Murray & Howat, 2002; Hudson et al., 2004). These constructs directly

contribute to the Accessibility dimension of event satisfaction, ensuring a positive experience for all attendees and customers.

Amenities

The Amenities dimension reflects the significance of event features such as technical quality and comfort, which enhance the attendees' overall experience (Baker & Crompton, 2000). Technical amenities, sound quality, visual effects and aesthetic appeal of decorations, and the quality and variety of equipment and furnishings are included to measure this. Technical amenities refer to the quality of technological resources used during the event, such as audiovisual equipment (Cole & Illum, 2006; Lee et al., 2007). Sound quality measures the appropriateness of volume and clarity in the event's audio system (Bowdin et al., 2011). The visual effects and aesthetic appeal of decorations assess the visual atmosphere of the event, including lighting and design, which play a significant role in creating a positive event experience (Baker & Crompton, 2000; Caro & García, 2008; Crompton, 2003; Lee & Beeler, 2007). The quality and variety of equipment and furnishings ensure that the event space is equipped with the necessary resources to meet attendee needs (Lee & Beeler, 2007; S. Y. Lee et al., 2007). These variables together enhance the Amenities dimension of event satisfaction by ensuring a high-quality, comfortable environment.

Appetite

Appetite examines the quality and variety of food and beverage offerings at the event, directly influencing attendee satisfaction (Xin & Bauer, 2012). The Appetite dimension of event satisfaction includes key variables such as the variety and taste of food, presentation and quality of food, availability of vegetarian/vegan/gluten-free options, and the timing and frequency of food service. The variety and taste of food are essential for a satisfying experience (O'Neill et al., 1999; Yuan & Jang, 2008), while the presentation and quality also enhance satisfaction (O'Neill et al., 1999; Getz et al., 2001). Offering dietary options ensures inclusivity (McCain et al., 2005), and aligning food service with the event schedule is crucial for guest satisfaction (Akbaba,

2006; Wilkins et al., 2007). These elements lead to Appetite dimension, influencing overall event satisfaction.

Staff

The Staff dimension focuses on the helpfulness, friendliness, and professionalism of staff, as well as their knowledgeability and capability to handle any issues that may arise during the event. Helpfulness and friendliness are key indicators of good customer service, ensuring that guests feel welcome and supported throughout the event (Pillwatsch, 2003; Oh, 1999; Atilgan et al., 2003). The knowledgeability of staff ensures that they can answer questions and assist with any requests or issues efficiently (S. Y. Lee et al., 2007; O'Neill et al., 1999). Professionalism and appearance of staff contribute to the overall image of the event, making sure that the staff behaves in a manner that aligns with the event's quality and standards (Cronin et al., 2000; Atilgan et al., 2003). The capability of staff in handling issues and their interest in enhancing the guest experience ensure that any problems are dealt promptly, leading to higher levels of satisfaction (Pillwatsch, 2003; Nathanail, 2008). These variables are critical in shaping the Staff dimension, directly influencing overall event satisfaction.

Venue

The Venue dimension involves various factors related to the physical environment of the event. These include cleanliness and maintenance of the venue (O'Neill et al., 1999; Cronin et al., 2000; Getz et al., 2001), comfort of lighting and temperature (Murray & Howat, 2002; Crompton, 2003; Hudson et al., 2004), and spaciousness for guest accommodation (Getz et al., 2001; Murray & Howat, 2002; Akbaba, 2006; Yuan & Jang, 2008). Additionally, adequacy of parking facilities (O'Neill et al., 1999; Getz et al., 2001; Murray & Howat, 2002; Crompton, 2003; Lee & Beeler, 2007; Wilkins et al., 2007; Yuan & Jang, 2008; Hsieh et al., 2008; Mensah et al., 2023) and accessibility features for guests with mobility impairments (Getz et al., 2001; McCain et al., 2005) are vital for ensuring all attendees can enjoy the event. Finally,

appropriate signage for guidance (Baker & Crompton, 2000; Murray & Howat, 2002; Crompton, 2003; Nathanail, 2008) helps guests navigate the venue smoothly. These factors collectively contribute to a comfortable, accessible, and well-maintained venue, crucial for overall event satisfaction.

3.14.4 Customer Loyalty

Customer Loyalty is the commitment of a customer towards a brand measured by the repeated purchase behavior, advocacy and willingness to pay a premium price (Oliver, 1993). Customer loyalty is a critical concept in marketing and business management that plays a significant role in sustaining long-term success and profitability. It refers to the emotional and behavioral commitment of customers to a particular brand, product, or service, often resulting in repeat purchases, positive word-of-mouth (WOM) promotion, and a reluctance to switch to competitors (Zeithaml et al., 1996).

Acquiring new customers are much costlier than retaining them (Forrest Research, 2019). This is where customer loyalty becomes a necessity and an indispensable factor for the companies for their long-term profitability and for gaining a competitive advantage over its competitors (Reichheld & Sasser, 1990). Word-of-mouth is one of the important tools for acquiring new customers particularly in industries like the event sector where personal recommendations and experiences are crucial for business success (Brodie et al., 2008). It is the loyal customers who makes further recommendations to others (Lee & Cunningham, 2001). Retention of customers are possible only if they are loyal and it is seen that such customers are less likely to switch and tend to refer the company more than non-loyal customers (Belwal & Amireh, 2018). Loyal customers create a “fantastic marketing force” by providing positive recommendations which is the best advertising a company can get (Bennett et al., 2002).

Customer Loyalty and its relationship with service quality has been deeply studied in the work of Zeithaml, Berry, and Parasuraman (1996). According to Zeithaml et al. (1996), there is a direct effect between service quality and customer loyalty. In the

event management sector, when event organizers exceed the customer expectations by delivering high end quality services, the customers are satisfied and are more likely to remain loyal. The researcher in this study have used the model developed by Zeithaml et al. (1996). This model has been extensively used and validated in various studies under different context. The overall customer loyalty is studied through various dimensions like loyalty, switching, paying more and external responses. These components help to understand the customer behavior towards retention and detention which is highly relevant for measuring loyalty. The model just not focus on loyalty but also on the WOM recommendations, willingness to pay more and resistance to switching which all are an important indicators of customer loyalty.

Loyalty

Customer loyalty in the event management sector is crucial for ensuring repeat attendance and long-term relationships with clients. Positive Word-of-Mouth (WOM) is one of the most powerful indicators of loyalty. Loyal customers often engage in favourable communication about the event or organizer, recommending them to others and sharing their experiences (Ralston et al., 2007; Shonk et al., 2017). The Recommendation Likelihood reflects the intention of loyal customers to recommend the event to others, further reinforcing the brand's reputation. Customers who are loyal also tend to Encourage Others to attend future events, thereby amplifying brand advocacy and expanding the customer base (Chen et al., 2021; Du et al., 2020). Being the First Choice for attendees signifies that they consistently prioritize the brand or event over competitors. Future Business Intentions highlight the likelihood of loyal customers continuing to engage with the same event or brand in the future, ensuring sustained profitability and customer retention (Kim et al., 2020; Méndez-Aparicio et al., 2021).

Switch

The Switch dimension in customer loyalty focuses on behaviours that suggest a decline in commitment to the event or brand. Reduced Future Business reflects

customers' intentions to reduce their engagement with the brand, signalling a potential loss of loyalty due to unsatisfactory experiences (Bhattacharyya et al., 2021). Switch to Competitor behaviour occurs when customers choose to attend competitor events, driven by dissatisfaction with the service quality or experience provided (Mason et al., 2013). These behaviours are detrimental to the event industry, as they result in a loss of revenue and potential long-term relationships with customers.

Pay More

Customer loyalty in the event industry is also reflected in their willingness to pay more for superior experiences. Price Tolerance indicates the extent to which loyal customers are less sensitive to price changes. They are willing to accept price increases as they perceive higher value in the services offered (Shonk et al., 2017). Willingness to Pay More is a clear indication of loyalty, as customers are prepared to invest more in events they value, confident that the service will meet or exceed their expectations (Kim et al., 2020). This dimension not only highlights customer satisfaction but also contributes directly to the financial success of the event organizers, allowing for potential price increases without alienating loyal customers.

External Response

External Response reflects the negative actions taken by customers who are dissatisfied with an event, indicating their intent to defect or lower their level of engagement. Competitor Switching Intent refers to a loyal customer's intent to switch to a competing event provider when dissatisfied with the current service (Chen et al., 2021). Complaints to Customers often occur when customers express their dissatisfaction to others, which can damage the reputation of the event or organization through negative word-of-mouth (Ralston et al., 2007). Complaints to External Agencies are the most severe form of external response, where customers escalate their dissatisfaction to external bodies like consumer protection agencies or regulatory authorities (Du et al., 2020).

3.15 Conclusion

This chapter provides an in-depth exploration of Customer Relationship Management (CRM) within the Event Management sector, detailing its foundational concepts and key dimensions including Service Quality, Relationship Quality, Event Satisfaction, and Customer Loyalty. Through the review of important theoretical models, it builds a clear framework to show how these elements connect and impact customer retention and loyalty. Additionally, the chapter places CRM within the wider context of global event management, with a special focus on the situations in India and Kerala.

Chapter 4

**ANALYSIS OF CRM DIMENSIONS AND
DEMOGRAPHIC INFLUENCES**

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4.1 Introduction

This chapter deals with the analysis for Key Dimensions of Customer Relationship Management in the Event Management Sector which are 'Perceived Service Quality', 'Relationship Quality', 'Event Satisfaction' and 'Customer Loyalty' adopted by event management companies. Percentage analysis, frequency analysis, descriptive statistics and Analysis of Variance have been used for arriving at a meaningful conclusion. The first part of the analysis focus on the demographic profile of the customers who have participated in this study. The details regarding gender, age, educational qualification, occupation and place of residence are analysed here. The second phase deals with the Key Dimensions of CRM in Event Management Sector. The Service Quality, Relationship quality, event Satisfaction and Customer Loyalty are studied here. A five-point Likert type scale is used for collecting and evaluating the influence of demographic variables on Key Dimensions of Customer Relationship Management in the Event Management Sector in Kerala.

4.2 Demographic Profile of the Respondents

The personal and professional profile of the event customers was measured to analyze and understand the respondent's background. The sample was collected using multi-stage random sampling method and a total of 651 respondents' information was collected from 7 districts of Kerala. The demographic status of the respondents is shown in the below table.

Table 4.1*Distribution of the respondents according to their demographic profile*

Demographic Variables	Frequency	Percent
Gender		
Male	326	50.1
Female	325	49.9
Total	651	100
Marital Status		
Single	61	9.4
Married	579	88.9
Divorced	11	1.7
Total	651	100
Age		
20 years - 30 years	345	53
31 years - 40 years	187	28.7
41 years - 50 years	75	11.5
Above 50 years	44	6.8
Total	651	100
Occupation		
Government Sector	72	11.1
Private Sector	237	36.4
NRI	89	13.7
Businessman	171	26.3
Student	51	7.8
Others	31	4.8
Total	651	100
Educational Qualification		
Schooling	54	8.3
Graduate	390	59.9
Post graduate and above	207	31.8
Total	651	100

Demographic Variables	Frequency	Percent
District of Residence		
Kannur	40	6.1
Calicut	99	15.2
Malappuram	64	9.8
Ernakulam	202	31
Trivandrum	181	27.8
Kollam	30	4.6
Kottayam	35	5.4
Total	651	100

Source: Primary Data

Table No: 4.1 shows the demographic profile of the respondents. Among 651 respondents, 50.1 percent of the respondents are male and the balance 49.9 percent of the respondents are female indicating a slight male majority. Marital Status of the respondents shows that among 651 respondents, 88.9 percent of the respondents are married, 9.4 percent of the respondents are single and 1.7 percent of the respondents are divorced highlighting a significant proportion of the married respondents. Regarding age, 53% fall within the 20-30 age group, 28.7% are between 31-40 years, 11.5% belong to the 41-50 age group, and 6.8% are above 50 years, making the 20-30 age group the largest. In terms of occupation, 36.4% work in the private sector, 26.3% are businessmen, 13.7% are NRIs, 11.1% are government employees, and 7.8% are students, with private-sector employees forming the majority. Educational qualification data shows that 59.9% are undergraduates, 31.8% are postgraduates or higher, and 8.3% have completed school education, indicating undergraduates as the dominant group. Residence-wise, 31% are from Ernakulam, 27.8% from Trivandrum, 15.2% from Calicut, 9.8% from Malappuram, 6.1% from Kannur, 5.4% from Kottayam, and 4.6% from Kollam, making Ernakulam the most represented district.

Table 4.2

The type of events for which an event management company was hired

Respondents' Prioritization of Events Managed by Event Management Companies	Frequency	Percent
Weddings	639	98.3
Birthdays	193	29.7
Family Reunions	73	11.2
Bridal Showers	188	28.9
Engagement Parties	342	52.6
Retirement Parties	16	2.5
Baby Showers	99	15.2
Housewarmings	258	39.7
Others	32	4.9

Source: Primary Data

Table 4.2 depicted the distribution of the respondent's prioritization of the types of events managed by event management company. Out of 651 respondents, 98.3 percent prioritized getting service for 'Wedding' from an event management company followed by 'Engagement Parties' with 52.6 percent. Out of 651 respondents, 39.7 percent utilized the service of event management for 'Housewarmings' followed by 29.7 percent utilizing service for 'Birthdays'. This is closely followed by 'Bridal Showers' with 28.9 percent. Out of 651 respondents, only 15.2 percent gave priority to hiring an event management for 'Baby Showers'. 'Family Reunions' show moderate participation rates when compared to other types of events with 11.2 percent. 'Retirement Parties' exhibit the least utilized services from an event management company with only 2.5 percent. Overall, the data demonstrates that weddings and engagement are among the most common social event types for which the event management services are utilized for.

Table 4.3

Frequency of Event Management Service Utilization

Frequency of Event Management Service Utilization	Frequency	Percent
Rarely	20	3
Occasionally (once or twice a year)	332	51
Sometimes (2-4 times a year)	225	34.5
Often (5-8 times a year)	44	6.8
Very often (more than 8 times a year)	30	4.7
Total	651	100

Source: Primary Data

Table 4.3 highlights the diverse usage patterns in utilizing the services of event management organizations. Majority of the respondents (51 percent) are occasionally using, typically once or twice in a year, the service of event management organization. This indicates the using of event management services for major events and self-organizing of other events. 34.5 percent of the respondents fell into the category of utilizing the services sometimes usually 2 or 4 times in a year. This shows a much-engaged group of respondents demanding the services of event management on a frequent basis. A smaller segment comprising of 6.8 percent of respondents fall into the category of employing event organizations often that is 5 to 8 times a year which shows their desire for higher quality events. 4.7% of respondents, reported very frequent usage, suggesting a persistent dependence on event companies for the majority of their event planning needs. Only a small percentage (3%) of the total respondents reported rarely utilizing the services. This minimal engagement might be a result of various factors like preference for organizing event independently, budget constraints or limited occasions.

Table 4.4*Knowledge about event management company*

Knowledge about event management company	Frequency	Percent
Through a friend or family member	290	44.5
Online search (Google, social media, etc.)	139	21.4
Attended an event organized by the team	205	31.5
Saw advertising or promotional material (brochures, flyers, etc.)	8	1.2
From a referral by a vendor or venue	9	1.4
Total	651	100

Source: Primary Data

From Table 4.4, it is evident that the primary source of knowledge about an event organisation comes from the recommendations from friends or families comprising of 44.5% of the respondents. This indicates the importance of word-of-mouth referrals which is the most used advertisement method employed by the event management companies for attracting new customers. Following closely, 31.5% of the respondents came to know about the event organisations by attending an event organised by the team. This shows the role of experience creation, service quality and event satisfaction on acquiring new and potential customers.

21.4% of respondents became aware of event organisations through online platforms and social media, reflecting upon the role and importance of social media and digital platform in educating the customers and influencing consumer behaviour. Only 1.4% of the respondents are aware about an event team by a referral made by the vendor. Overall, this analysis shows the significant role of personal recommendations and direct experiences in shaping awareness and knowledge of event management services among respondents.

4.3 Key Dimensions of CRM

This session of the study deals with the key dimensions of CRM in the Event Management sector. The Perceived Service Quality, Relationship Quality, Event Satisfaction and Customer Loyalty interplay with each other to build strong

customer relationships and sustain loyalty. These dimensions help in understanding the assessment of service provided, building long term relationships, creating memorable event experiences and influencing repeat business and referrals. Both Descriptive Statistics and Inferential Statistics are used for analysing and understanding the key dimensions of CRM.

4.3.1 Perceived Service Quality

The service quality is the most used and popular concept for measuring the quality of service. It refers to the extent of variance between the service offered by the service provider and the customers perception of these services (Parasuraman et al., 1985). Quality perception shows the consumers judgement on the overall excellence of an organization (Zeithaml, V, 1987). The service providers assess the service quality provided to measure customer satisfaction, identifying key problems and to improve their services (Garvin, A. D, 1983). Customers perception of service quality influences the overall satisfaction with the event and their chance of becoming repeat customers or serving as referrals to future customers.

Usually, event attendees perceive different services based on their past experiences, word of mouth referrals, advertisement and promotion of event organization. The actual experience is compared with expected one which leads to satisfied or dissatisfied customers. The SERVQUAL model developed by Parasuraman et al., (1985) were used for understanding the perspective of the customers regarding the quality of services provided by the event management sector. The five-dimensions of service quality viz. Tangibility, Reliability, Assurance, Responsiveness and Empathy are assessed and compared to find the service quality in event management sector.

4.3.1.1 Tangibility

One of the most important constructs of service quality is tangibility as it relates to the physical presentation and tangible evidence that can be seen, felt or touched by the customers. Tangibility aspects are measured to understand how customers perceive the services offered by the event organizer on the quality of its visible attributes relating to physical facilities, staff competence, venue accessibility and

organization capabilities. The different constructs of tangibility were analyzed and given in the table below.

Table 4.5

Distribution of the respondents according to Tangibility

Variable Name	Item	Mean	SD
TAN 1	The physical facilities of the event venue were modern and well-maintained.	4.21	0.619
TAN 2	Well-groomed and professional staff and employees.	4.14	0.622
TAN 3	Easy-to-use online tools for event planning and communication.	3.76	1.01
TAN 4	Customizable options for event services and materials.	4.07	0.805
TAN 5	The Event Company Provided Variety of Surrounding Facilities	3.81	1.007

Source: Primary Data

Based on the mean score, the physical facilities of the event venue are the highest perceived item among the various dimensions of tangibility with a mean score of 4.21 followed closely by well-groomed and professional staff. The next highly perceived item is the range of customizable options for event services and materials provided with a mean score of 4.07 which is followed by variety of surrounding facilities like accommodation, transport, parking, recreation etc. provided to meet guest's needs having mean score 3.81. The least perceived item with a mean score of 3.76 is the availability of easy-to-use online tools for event planning and communication. Overall, the attendees have a positive perception towards tangibility.

4.3.1.2 Reliability

Reliability is the next measure used for measuring the service quality. It is the ability of service providers to fulfil the promised services in the most dependable and precise manner. Whenever a customer chooses a particular event company, they want an assurance about the reliability of services provided by them and their capabilities to

fulfil the requirement to the best possible manner. Five dimensions are measured here to understand the reliability factor of service quality in the event management sector.

Table 4.6

Distribution of the respondents according to Reliability

Variable Name	Item	Mean	SD
REL 1	Keeping up of promises regarding the quality of the services.	4.16	0.674
REL 2	Accommodating last-minute changes or requests without any problems.	4.11	0.807
REL 3	Clear and accurate information about the event schedule and logistics.	4.13	0.631
REL 4	Professionalism and competence throughout the event.	4.02	0.714
REL 5	Adhered to deadlines and timelines throughout the event planning and execution process.	4.09	0.79

Source: Primary Data

The data on the Reliability dimension indicates that respondents generally perceive the event management services as highly reliable, with all items scoring above 4.0 on a 5-point scale. The highest mean score (4.16) was for keeping promises regarding service quality, followed closely by clear and accurate communication about event schedules (4.13), reflecting strong confidence in these areas. Flexibility in accommodating last-minute changes (mean 4.11) and adherence to deadlines (mean 4.09) also received positive ratings, though with slightly more variation among respondents, suggesting some inconsistency in these aspects. Professionalism and competence throughout the event scored slightly lower (mean 4.02) but still indicates a positive perception. Overall, the relatively low standard deviations show that most respondents share similar favorable experiences, highlighting reliability as a key strength while identifying room for improvement in flexibility and timeliness.

4.3.1.3 Responsiveness

Responsiveness is the ability of the service providers in assisting the customer with fast, prompt and high-quality services. Evaluation of the Responsiveness factor

depends upon the promptness as well as the efficiency in resolving issues. Mean score analysis will help in providing an idea regarding the perception of the attendees towards the responsiveness factor of service quality in event management sector.

Table 4.7

Distribution of the respondents according to Responsiveness

Variable Name	Item	Mean	SD
RES 1	Timely and effective manner of handling problems by the staff	4.08	0.753
RES 2	Attentiveness and responsiveness of the staff towards the customers' needs	4.28	0.73
RES 3	Sense of urgency and responsiveness in addressing any issues that arose during the event.	3.99	0.744
RES 4	Overall level of responsiveness and communication from the event management team before, during, and after the event.	4.07	0.719
RES 5	Proactive and responsive approach of ensuring the smooth conduct of the event.	4.09	0.717

Source: Primary Data

The mean score from the above Table-4.7 reveals that, out of the five dimensions of the responsiveness, the highest perceived dimension is the attentiveness and responsiveness of the event staff to the needs of themselves and their guests throughout the event ($\bar{x} = 4.28$, $\sigma = 0.73$). The attendees are notably impressed with the proactive and responsive approach of event organisation in ensuring the smooth conduct of the event with $\bar{x} = 4.09$ and $\sigma = 0.717$. The attendees also provided a high perception regarding the ability of event staff in handling any unexpected changes or problems that occurred during the event in a timely and effective manner ($\bar{x} = 4.08$, $\sigma = 0.753$). A majority 63.6% of the respondents agreed that they were impressed with the level of responsiveness and communication from the event management team before, during, and after the event ($\bar{x} = 4.07$, $\sigma = 0.719$). Among the dimensions, the least perceived one with a mean score of 3.99 is the sense of urgency and responsiveness that the event staff showed in addressing any issues or concerns that arose during the event.

Overall, the attendees have shown positive perceptions towards all individual aspects indicating responsiveness.

4.3.1.4 Assurance

Assurance is the ability to instil confidence and trust in customers on the competency and reliability of the service providers. While conducting an event, the customers need to be reassured that they will receive the promised level of quality and satisfaction. The friendliness and competency of staff, transparency in the pricing, confidentiality and security are some of the dimensions studied here to analyse the assurance.

Table 4.8

Distribution of the respondents according to Assurance

Variable Name	Item	Mean	SD
ASS 1	Clear and accurate information about the services and amenities included in the event package.	4.13	0.654
ASS 2	Friendliness and approachability of the event staff.	4.22	0.707
ASS 3	Clear and transparent pricing for the services and amenities included in the event package.	4.1	0.68
ASS 4	Well trained staff to handle any requests or issues in a timely and effective manner.	4.01	0.647
ASS 5	High level of confidentiality in handling personal information to minimize any security concerns.	4.12	0.667

Source: Primary Data

The above Table-4.8 reveals the perception of customers towards various attributes of assurance in event management sector. It is observed from the table that the friendliness and approachability of the event staff in making the customers feel comfortable and at ease throughout the event is the highly perceived item with $\bar{x}=4.22$ and $\sigma =0.707$. Every event management company is entitled to provide clear and accurate information about the services and amenities included in the event package. The customers have experienced it in a positive manner ($\bar{x}=4.13$, $\sigma =0.654$). The ability of the event management company in maintaining high level of confidentiality when handling personal information to minimize any security concerns ($\bar{x} =4.12$, σ

=0.667) is perceived well among the customers of the event management company. The customers of the event management company also opined that they provided clear and transparent pricing for the services and amenities included in the event package with a mean score of 4.1. A majority 68.8% of the respondents agreed that the staff at the event were well-trained and able to handle any requests or issues in a timely and effective manner ($\bar{x}=4.01$, $\sigma =0.647$). As a result, it can be concluded that the customers are pleased with the competency and reliability of the services of the event company.

4.3.1.5 Empathy

Empathy is the ability of the employees in understanding and addressing the needs, concerns and emotions of customers with care and compassion. Only by incorporating the empathetic factor into the services, the event organizers will be able to create more meaningful event experience to customers which leads to higher level of satisfaction and foster long term relationship.

Table 4.9

Distribution of the respondents according to Empathy

Variable Name	Item	Mean	SD
EMP 1	Welcoming nature of the staff.	4.12	0.643
EMP 2	Ability of staff in providing personalized service.	4.27	0.717
EMP 3	Empathetic and understanding nature of Event team while encountering an issue or problem.	4.09	0.67
EMP 4	Flexibility in accommodating the customers preferences or requirements.	4.02	0.76
EMP 5	Competence of the staff to go beyond their duties to ensure the customers' expectations were met or exceeded.	4.1	0.692

Source: Primary Data

From the Table-4.9, it can be understood that the perception of customers towards each item of empathy has scored well showing a positive perception to it. The high level of attentiveness and responsiveness of staff and their welcoming attitude is

positively perceived by the customers with a mean score of 4.27 and 4.12. The importance of empathy during issues and challenges arising during events can be reflected in the customer satisfaction on the basis of their positive response with a mean score of 4.09. The customers opined that the staff went above and beyond to ensure the expectations were met or exceeded with a mean score of 4.10 which demonstrates the event employee's commitment to excel resulting in heightened satisfaction and positive event outcomes.

4.3.2 Relationship Quality

This session of the chapter deals with the Relationship Quality employed in the event management sector. Relationship quality refers to the trust, commitment and strength of relationship between the service providers and the customers. Strong relationship quality can lead to improved event experience which can lead to higher customer satisfaction and enhanced reputation (Auh et al., 2007; Rajaobelina,2018). The relationship quality in this study is measured by the RELQUAL Model initially coined by Carmen Lages. The four dimensions used in the study are Trust, Commitment, Long term orientation and Information sharing and communication.

4.3.2.1 Trust

Trust is the belief that the customer has on the service provider to act in a confident and reliable manner by keeping their word and putting the customers interest first. In the event industry, trust is essential for promoting collaboration, guaranteeing smooth operations, and eventually delivering great event outcomes between event organizers and customers. The Table 4.10 deals with the descriptive statistics of the perception of customers on the attribute of trust of relationship quality.

Table 4.10*Distribution of the respondents according to Trust*

Variable Name	Item	Mean	SD
TRU 1	The event management team has a reputation for being trustworthy.	4.22	0.58
TRU 2	The event management team is transparent in its business dealings.	4.3	0.689
TRU 3	The event management team takes responsibility for any mistakes or issues that arise during the planning or execution of the event.	4.08	0.782
TRU 4	The event management team has a track record of successfully managing events in the past, which builds trust in their capabilities.	4.1	0.595
TRU 5	The event management team keeps its promises and commitments.	4.1	0.71

Source: Primary Data

The above Table-4.10 reveals that the element of trust of customers of Event Management Sector in Kerala is good as per the opinion of the event customers as the mean score are all above 4. From the study, it is revealed that people are choosing event organization on the basis of their strong reputation for trustworthiness. It is the second highest perceived item with a mean score of 4.22. The customers are having positive perception regarding the event management teams transparency in its business dealings with a mean score of 4.3. Past successes build confidence in the event organizations capabilities and contribute to trustworthiness in the minds of the customers. Here from the table, the respondents agreed that the event management team having a track record of successfully managing events in the past, builds trust in their capabilities ($\bar{x}=4.1$, $\sigma =0.595$). The ability of the event organization in fulfilling promise foster confidence and reliability which in turn will strengthen the trust dimension of the customer. From the study we can infer that the event management team keeps its promises and commitments ($\bar{x}=4.1$, $\sigma =0.71$). The respondents agreed and believed that the event management team takes responsibility for any mistakes or issues that arise during the planning or execution of the event with a mean score of

4.08. This shows how taking accountability is crucial for maintaining trust in the event management process.

4.3.2.2 Commitment

Commitment is a well-established construct in measuring Relationship Quality (Morgan and Hunt, 1994; Theronet al, 2008). Commitment in event sector is pivotal for fostering trust, long term orientation and satisfaction ensuring creating memorable event experience and enhancing event quality. The Table 4.11 shows the customers experience on the various attributes of commitment.

Table 4.11

Distribution of the respondents according to Commitment

Variable Name	Item	Mean	SD
COM 1	Investing time and resources by the event management company to make the customers feel like a valued customer.	4.16	0.619
COM 2	Intention on maintaining long lasting relationship by the event management team with the customer.	4.18	0.761
COM 3	Willingness of event management team to spend more than usual into the relationship with the customers.	4.05	0.722
COM 4	Willingness by the event management team to go above and beyond to ensure a memorable experience to the customer.	4.05	0.724
COM 5	Commitment of the event management company in meeting specific needs and requests of the customers.	4.11	0.686

Source: Primary Data

The findings from Table 4.11 emphasizes positive perceptions of the customers of the event management company towards the commitment dimension of relationship quality. As all the attributes of the commitment is having a mean score ranging from 4.05 to 4.18, it shows the commitment of the event team to maintain long term relationship and the ability of the team to invest time and efforts to create memorable experience.

4.3.2.3 Information sharing and communication quality

Information sharing is how long and often the customer and service provider openly contact with each other (Farace et al., 1977). The various attributes of the Information sharing and communication quality is studied here to measure the influence of these in building the relationship quality of customers with event organisations.

Table 4.12

Distribution of the respondents according to Information sharing and communication quality

Variable Name	Item	Mean	SD
INF 1	Constant contact of the employees of the event management companies with the customers.	4.1	0.715
INF 2	Transparency of the event management team in their communication with customers.	4.17	0.758
INF 3	Clarity in the instructions and directions by the event team about the event.	4.06	0.745
INF 4	Willingness in providing sufficient time to communicate with the customer.	4.08	0.718
INF 5	Providing regular updates to keep the customers informed throughout the planning process.	4.03	0.702

Source: Primary Data

The above Table-4.12 reveals that respondents agreed that the employees of their event management companies are in constant contact with them through phone, e-mail, letter, etc. ($\bar{x}=4.1$, $\sigma=0.715$). It shows the availability of the event staff throughout the event using both electronic and telecommunication medium. A majority of the respondents opined that the event management team was transparent in their communication with them ($\bar{x}=4.17$, $\sigma=0.758$). The clarity of communication regarding their instructions and directions for the event was positively perceived by the respondents with a mean score of 4.06. Majority of the respondents were satisfied that their event management team finds sufficient time to communicate with them ($\bar{x}=4.08$, $\sigma=0.718$). Among the five dimensions, the least one with the mean score of

4.03 is the ability of the staff in providing regular updates and keeping the customers informed throughout the planning process.

4.3.2.4 Long Term Orientation

Long-term orientation and relationships play a vital part in building a sustainable competitive advantage (Ganesan, 1994). It involves various factors like cooperation, investing time and effort and the risk bearing mentality. In event industry, long term orientation is needed for building sustainable relationships and creating brand loyalty. The Table 4.13 deals with the customers experience on the various attributes of long-term orientation in the event industry.

Table 4.13

Distribution of the respondents according to long term orientation

Variable Name	Item	Mean	SD
LONG 1	Building long-term partnerships with customers over short-term gains.	4.16	0.678
LONG 2	Invests time and effort into understanding long-term needs and goals for the events.	4.21	0.76
LONG 3	Employees resolve complaints even when they are not directly responsible for them.	4	0.754
LONG 4	Continuous improvement and innovation to ensure long-term success for their clients.	4.06	0.754
LONG 5	Willingness to make adjustments or changes to their services based on feedback from their customers to improve their long-term satisfaction	4.07	0.745

Source: Primary Data

The above Table-4.13 reveals that the event management company's competence to invest time and effort into understanding the long-term needs and goals for the events are the most perceived item with a mean score of 4.21. This is closely followed by their ability in building long-term partnerships with customers over short-term gains ($\bar{x}=4.16$, $\sigma=0.678$). Majority of the respondents are satisfied with the event management team for their willingness to make adjustments or changes to their services based on feedback from their customers to improve their long-term

satisfaction ($\bar{x}=4.07$, $\sigma=0.745$). Inculcating innovative methods and practices to engage customers is having a major role in building relationship quality (Francisco-Maffezzolli et al., 2014). The study points out the competence of the event management company in demonstrating commitment to continuous improvement and innovation to ensure long-term success for their clients with a mean score of 4.06. The customers are satisfied with the employees for resolving complaints even when they are not directly responsible for them. ($\bar{x}=4$, $\sigma=0.754$). The comprehensive view of the long-term orientation demonstrates that the consumers are in agreement on the various orientation practices by event industry.

4.3.3 Event Satisfaction

The difference between a customer's pre purchase and post purchase expectation is what is described as satisfaction. Event satisfaction refers to the fulfilment of expectation experienced by the customers while conducting an event (An et al., 2020). High level of event satisfaction suggests higher fulfilment of expectations which leads to customer engagement and future involvement (Schofield & Thompson, 2007). Customer satisfaction in event sector is highly important as only satisfied customers are more likely to spread positive word of mouth and be repeat customers (Cole & Illum, 2006). Event satisfaction is highly subjective and relies heavily on service quality (Baker, D. A. and Crompton, J. L., 2000). The service quality and satisfaction are having a major role in the future behavioural intentions (Dabholkar, P, 1993). Evaluation of event satisfaction level is critical for enhancing the event experience, building loyalty and promising the reliability of future events. Event satisfaction is measured through different dimensions like accessibility, appetite, amenities, venue and staff.

4.3.3.1 Accessibility

Accessibility is one of the important factors in determining event satisfaction. It is nothing but the ease with which the customers can access different facilities and amenities before, during and after an event (Lee, H., Lee, Y. and Yoo, D, 2000). It consists of various factors like transportation accessibility, parking accessibility and physical accessibility.

Table 4.14

Distribution of the respondents according to Accessibility

Variable Name	Item	Mean	SD
ACC 1	The venue of the event was easily accessible	4.12	0.438
ACC 2	The restrooms were easily accessible at the event venue.	4.09	0.774
ACC 3	The event staff was knowledgeable about the accessibility issues and were able to provide assistance as needed.	4.13	0.746
ACC 4	The guests were able to easily move around the event space and socialize with others	4.12	0.525
ACC 5	There were no physical barriers or obstacles that made it difficult to move around	3.92	0.879
ACC 6	The facilities were easily accessible and in close proximity to the main event area.	4.14	0.674

Source: Primary Data

The above Table-4.14 reveals the positive perception of the customers towards the accessibility dimension of the event management sector in Kerala. The venue of the event was easily accessible and majority of the respondents were satisfied with the ease of accessing the venue ($\bar{x}=4.12$, $\sigma=0.438$). Easy accessibility of restroom is a vital factor in ensuring comfort and convenience of the attendees during an event. From the study it is seen that the respondents are satisfied as the restrooms were easily accessible at the event venue ($\bar{x}=4.09$, $\sigma=0.774$). A maximum of the respondents agreed that the event staff was knowledgeable about the accessibility issues and were able to provide assistance as needed ($\bar{x}=4.13$, $\sigma=0.746$). A knowledgeable and approachable staff is a critical factor in creating positive event experiences for attendees having distinct needs. The ease of movement and the socialization is a vital factor in event satisfaction and from the study it is revealed that attendees were duly satisfied in this with a mean score of 4.12. Among the attributes, respondents opined that there were no physical barriers or obstacles that made it difficult for them to move around or access different areas of the event space ($\bar{x}=3.92$, $\sigma=0.879$).

4.3.3.2 Amenities

Event experiences are how the event organizer design, plan and create experiential moments which make the attendees feel deeply valued and thus create memorable moments (Berridge, G, 2012). The role of event design in experience creation is duly studied by different researchers (Rossman, J. R., & Schlatter, B. E, 2003, Shedroff, N, 2007). Event design should include appropriate amenities and facilities to generate and heighten the attendees overall experience and satisfaction level (Silvers, J, 2004). These include factors like comfortable seating, safety and security in the facilities provided, the sound and lightning during the event. The following table reveals the satisfaction level of customers towards the amenities provided by the event organizations.

Table 4.15

Distribution of the respondents according to Amenities

Variable Name	Item	Mean	SD
AME 1	The sound system and other technical facilities at the event were adequate and functioning well.	4.27	0.557
AME 2	The sound quality and volume of the music was appropriate for the event.	4.13	0.747
AME 3	The decoration and visual effects used during the event were aesthetically pleasing.	4.31	0.558
AME 4	The quality and variety of equipment and furnishings provided during the event were satisfactory.	4.15	0.641
AME 5	There were no safety or security concerns related to the facilities during the event.	4.05	0.899
AME 6	The entertainment, artists, and activities provided during the event added value to the overall experience.	4.01	0.94

Source: Primary Data

Mean score calculated for measuring the event satisfaction on the basis of the amenities and facilities provided are more or less similar to the accessibility factor as all have scored a mean score above 4. The satisfaction of customers towards each item has scored well indicating a positive perception towards it. The highest mean score

(4.31) was for the decoration and visual effects, indicating strong approval of the event's visual appeal. The adequacy and functioning of the sound system (mean 4.27) and the appropriateness of sound quality and volume (mean 4.13) were also positively received. Equipment quality and variety scored well with a mean of 4.15, reflecting satisfaction with the provided furnishings. Safety and security concerns related to facilities received a slightly lower mean of 4.05, suggesting some respondents had reservations in this area. The entertainment and activities, while positively rated (mean 4.01), had the highest variation (SD 0.94), indicating mixed experiences among attendees.

4.3.3.3 Appetite

The significance of appetite in enhancing event experience have been stated in various studies (Silvers, J.R, 2012, Goldblatt, J. J, 1997, Rossman, J.R. & Schlatter, B.E, 2012). Silvers, 2014 mentioned in his study the six key dimensions for optimising event experience and appetite was one among them. Appetite refers to the ability of event organisers to fulfil the culinary desires and expectations such as the quality, variety, availability and presentation of food and beverage during an event (Silvers, J.R, 2012). Good and tasty food in a hygienic setting with a delightful presentation are more likely to create a positive experience.

Table 4.16

Distribution of the respondents according to Appetite

Variable Name	Item	Mean	SD
APP 1	The variety and taste of food and beverages offered at the event met my expectations.	4.18	0.781
APP 2	The presentation and quality of the food and beverages were satisfactory.	4.16	0.792
APP 3	The availability of vegetarian/vegan/gluten-free options was adequate	3.83	0.974
APP 4	The timing and frequency of the food and beverage service was appropriate	3.96	0.984
APP 5	The cleanliness and hygiene of the food preparation and service areas were satisfactory	4.12	0.751

Source: Primary Data

From the above Table-4.1, it can be seen that when all other factors of event satisfaction dimensions received a mean score above 4, the appetite factors mean score is between 3.83 and 4.18. Even though the respondents are satisfied with the timing and frequency of the food and beverage service with mean score of 3.96, the event organizers should ensure timely availability of food and beverages to prevent long delay. Well placed and frequent food and beverage stations will help in reducing the frustrations of the attendees and increase their satisfaction. The event team should try to offer diverse range of food and beverage options by including vegetarian, vegan, gluten-free foods to satisfy the attendees having different tastes and dietary needs. From the table it was seen that the availability of vegetarian/vegan/gluten-free options was adequate with $\bar{x}=3.83$. The other attributes relating to appetite like the variety and taste of food, presentation and quality of the food, the cleanliness and hygiene of the food preparation and service areas were all satisfactory with mean score above 4.

4.3.3.4 Venue

Goldblatt (2005, p. 65) in his study stated that “Lighting, space, movement, décor, acoustics and even the seemingly mundane concerns as rest rooms all affect the comfort of the guest and so play vital roles on creating a successful environment”. Designing the venue is a much-needed aspect of a well-planned event design (Bowdin et al, 2010). A venue set the tone for the entire event. The selection of the right location with ample capacity and layout ensures the event satisfaction (Tassiopoulus, D (ed.), 2005). The event theme, lighting and temperature, spaciousness, cleanliness, parking facilities, proper signage all contribute towards the attendee’s comfort and satisfaction.

Table 4.17

Distribution of the respondents according to Venue

Variable Name	Item	Mean	SD
VEN 1	The event venue was clean and well-maintained	4.26	0.531
VEN 2	The lighting and temperature at the event venue were comfortable.	4.09	0.916
VEN 3	The event space was spacious enough to accommodate all guests comfortably.	4.08	0.811

Variable Name	Item	Mean	SD
VEN 4	The event venue had adequate parking facilities.	3.9	0.898
VEN 5	The event venue had appropriate signage to guide attendees.	3.91	0.885
VEN 6	The event venue had wheelchair ramps and/or elevators to provide easy access for guests with mobility impairments.	3.64	1.131

Source: Primary Data

The above Table-4.17 reveals the satisfaction of customers towards the Venue of the event organizers. The mean score of this dimension ranges from 3.64-4.26. The highest satisfied attribute under this dimension was the cleanliness of the venue and the well-maintained event venue ($\bar{x}=4.26$, $\sigma=0.531$). A majority of respondents are satisfied with the lighting and temperature at the event venue with a mean score of 4. The respondents opined that the event space was spacious enough to accommodate all guests comfortably ($\bar{x}=4.08$, $\sigma=0.811$). Adequate parking facilities is a must for all venues. The mean score about the parking facilities in the event venue is 3.9 which is comparatively less than the other factors. Proper signage to guide the customers to the various facilities in and around the venue is a vital factor in the overall event satisfaction. Here the respondents agreed that the event venue had appropriate signage to guide attendees with a mean score of 3.91 which is also below the mean score of 4. The least satisfied item is the presence of wheelchair ramps and/or elevators to provide easy access for guests with mobility impairments with a mean score of 3.64.

4.3.3.5 Staff

The role of staff in shaping the perceptions of an event customer and their satisfaction level is very crucial (S. Y. Lee et al., 2007). Only by providing exceptional service, responsiveness, expertise and friendliness staff can contribute towards the creation of a memorable event experience (Atilgan et al., 2003). Positive interactions with the customers are a major factor for contributing towards the overall satisfaction (Nathanail, 2008). Courteous and well-trained staff eminent in handling tasks simultaneously with efficiency ensures smooth conduct of the event.

Table 4.18*Distribution of the respondents according to Staff*

Variable Name	Item	Mean	SD
STF 1	The event staff were helpful and friendly throughout the event.	4.22	0.602
STF 2	The event staff were knowledgeable and able to answer any questions I had.	4.21	0.751
STF 3	The event staff were professional in their conduct and appearance.	4.13	0.682
STF 4	The event staff were well-trained and capable of handling any issues that arose.	4.09	0.727
STF 5	The event staff showed a genuine interest in making our event a memorable experience.	4.12	0.725

Source: Primary Data

The above Table-4.18 depicts the satisfaction level of respondents towards the friendliness, professionalism, and the helping mentality of the staff of the event management during an event. The table reveals that the respondents are very satisfied in the efficiency and commitment of the staff as all the attributes are having a mean score above 4.

4.3.4 Customer Loyalty

Customer loyalty is the attachment or the commitment of the customers towards an organisation. It is the favourable attitude of the customers toward a company and their willingness to buy more products or services and their mindset in recommending the products or services to future customers (Parasuraman et al, 2009). The reason is to retain the existing customers as acquiring new customers are more costly than retaining them (Griffin, J. 2005). The customer loyalty can be measured by measuring the loyalty factor, switching behaviour, pay more mentality and the external response by the customers. The loyalty factor and pay more factor is analysed to measure how loyal is the customer towards the organisation. The switch factor and external response helps in identifying the satisfaction level of the customers and their

likelihood in switching over to their competitors (Zeithaml, V., Berry, L. and Parasuraman, A. (1996).

4.3.4.1 Loyalty

The Table 4.19 describes the descriptive statistics on the various attributes of Loyalty of customers in Kerala event industry.

Table 4.19

Distribution of the respondents according to Loyalty

Variable Name	Item	Mean	SD
LOY 1	Positive Word-of-Mouth	4.15	0.623
LOY 2	Recommendation Likelihood	4.09	0.734
LOY 3	Encouragement to Others	4.05	0.779
LOY 4	First Choice	3.99	0.751
LOY 5	Future Business Intentions	3.93	0.737

Source: Primary Data

The above Table-4.19 reveals that majority of the respondents agreed that they will say positive things about the company to other people indicating strong word-of-mouth support with a mean score value of 4.15. The customers are also ready to recommend the company to someone who seeks their advice showing willingness to promote the company ($\bar{x}=4.09$, $\sigma=0.734$). A maximum of the respondents agreed that they will encourage friends and relatives to do business with the company with a mean score of 4.05. Among the five items the least two items are regarding the consideration on choosing the company first with a mean score of 3.99 and their willingness to do more business in the next few years with mean score 3.93. While customers are generally satisfied, some remain open to alternatives, so the company should strengthen relationships with personalized service and consistent quality to build lasting loyalty.

4.3.4.2 Switch

Switch factor is a critical component for measuring customer loyalty. In this study, this factor is measured with two items that is doing less business in future and

switching over to the competitors offering better price. Analyzing and measuring this factor will help in assessing the likelihood of customers switching over to their competitors.

Table 4.20

Distribution of the respondents according to Switch

Variable Name	Item	Mean	SD
SWI 1	Reduced Future Business	3.02	1.127
SWI 2	Switch to Competitor	3.08	1.105

Source: Primary Data

The above Table-4.20 reveals the switching intent among the respondents to analyse the customer loyalty. The reason for analysing customers' responses related to the switch dimension alongside loyalty, willingness to pay more and external response to problems is to get an idea of the impact of service quality on customer behaviour (Zeithaml, V. A, et al. 1996). Both statements measuring the switching behaviour have a mean score of 3.02 and 3.08. This shows the probability of clients to reduce their engagement with the existing firm in the following years. The respondents exhibited a mild tendency to take some of their business to a competitor that offers better price with a Mean of 3.08. This shows that there are customers who exhibit a moderate switching behaviour in the event sector. To address this, the company should focus on enhancing value perception through competitive pricing, improved service quality, and personalized offers to retain customers and reduce switching intentions.

4.3.4.3 Pay More

Pay more factor consists of two items to know the loyalty of the customers towards an organisation even if the price rises. It helps in understanding the switching behaviour of the customers and their true loyal nature and also to assess customers' responses to service quality experiences.

Table 4.21

Distribution of the respondents according to Pay More

Variable Name	Item	Mean	SD
PAY 1	Price Tolerance	3.6	0.869
PAY 2	Willingness to Pay More	3.53	0.946

Source: Primary Data

The Table-4.21 illustrates that the customers are ready to do business even if their prices increase somewhat with a mean score of 3.6. This highlights that the customers are more focused on other factors like service quality, past event experiences and convenience rather than price alone. The table also reveals that there is considerable level of agreement among the respondents regarding their willingness to pay a higher price than competitors charge for the benefits they currently receive from the company ($\bar{x}=3.53$, $\sigma=0.946$). This indicates their readiness of the customers to pay premium price based on past event experience and service quality.

4.3.4.4 External Response

Understanding the interactions of the customers with the third parties like competitors, external agencies and fellow customers is essential for measuring customer loyalty. Solnick and Hemenway (1992) in their study pointed out that complaining customers were more likely to leave the organisation than non-complaining customers. In this study, the external response is measured with three items which are switching mentality of the customer when the price rises, complaining nature of the customers to external parties and other customers when a problem arises. This provides an insight into how service quality impacts not only customer satisfaction but also leads negative word-of-mouth through external sources. The findings are given below.

Table 4.22*Distribution of the respondents according to External Response*

Variable Name	Item	Mean	SD
EXT 1	Competitor Switching Intent	3.29	1.128
EXT 2	Complaints to Customers	3.1	1.08
EXT 3	Complaints to external Agencies	3.06	1.075

Source: Primary Data

The table 4.22 shows a moderate inclination of the customers towards the external response with a mean score of 3.29, 3.1 and 3.06. On an average, the customers are showing a willingness to approach their competitors when faced with service problems. This shows the importance of high-end service quality in building good customer loyalty base. The study also shows that some customers are likely to engage in negative word-of-mouth to other customers to express their dissatisfaction within their social circle. The respondents also demonstrated a likelihood of complaining to external agencies when faced with a problem indicating their need to seek resolution through formal channels beyond the company-customer interaction.

These findings help in getting an idea regarding the customers' responses beyond immediate satisfaction levels in the "external response" dimension. These dimensions help the businesses to address service quality issues immediately and reduce the impacts of dissatisfied customers on brand reputation and customer retention.

Test of Normality

Table 4.23*Result of Descriptive Statistics to check normality of the select variables of Customer Relationship Management*

	Mean	Std. Deviation	Skewness	Kurtosis
Tangibility	3.998	0.576	-0.896	0.799
Reliability	4.102	0.511	-1.306	2.935
Assurance	4.118	0.457	-1.541	4.628

	Mean	Std. Deviation	Skewness	Kurtosis
Empathy	4.122	0.479	-1.741	5.056
Trust	4.159	0.468	-1.032	1.588
Commitment	4.110	0.511	-1.362	3.260
Accessibility	4.088	0.414	-0.448	0.564
Amenities	4.152	0.399	-0.415	0.528
Appetite	4.048	0.621	-0.982	0.999
Venue	3.980	0.614	-0.945	0.531
Staff	4.155	0.510	-1.518	3.971
Loyalty	4.041	0.568	-1.192	2.332
Switch	3.084	0.048	0.245	-1.259
Pay more	3.565	0.861	-0.686	-0.120
External Response	3.150	0.020	0.128	-1.400
Customer Retention Strategies	4.284	0.478	-1.966	6.967
Responsiveness	4.103	0.540	-1.617	3.965
Information sharing and communication quality	4.089	0.548	-1.567	3.358
Long term orientation	4.099	0.552	-1.442	3.219

It is apparent from the data analysis of above Table no-4.23, the mean of all variables of Customer Relationship Management has positive value of mean which indicates that the Tangibility, Reliability, Assurance, Empathy, Trust, Commitment, Accessibility, Amenities, Appetite, Venue, Staff, Loyalty, Switch, Pay more, External Response, Customer Retention Strategies, Responsiveness, Information sharing and communication quality, Long term orientation has performed well which denotes equal distribution of values for given data set.

A standard deviation is a measure of how dispersed the data is in relation to the mean. A standard deviation close to zero indicates data are clustered tightly around the mean. The standard deviation of Tangibility, Reliability, Assurance, Empathy, Trust, Commitment, Accessibility, Amenities, Appetite, Venue, Staff, Loyalty, Switch, pay

more, External Response, Customer Retention Strategies, Responsiveness, Information sharing and communication quality, long term orientation is close to zero.

For conducting Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), it is essential that the data be provided on a regular basis. Traditional empirical normality tests, such as the Kolmogorov-Smirnov (KS) and Shapiro-Wilk (SW) tests, are not recommended for sample sizes exceeding 300, as they become less effective in such cases (Kim, 2012). Kim (2013) emphasized that, irrespective of sample size, assessing normality through skewness and kurtosis is more reliable. For larger samples ($n > 300$), it is advisable to rely on histograms and the absolute values of skewness and kurtosis rather than z-values.

When using Structural Equation Modeling (SEM), acceptable skewness values range from -3 to +3, and acceptable kurtosis values range from -10 to +10 (Brown, 2006). According to Hair et al. (2010), data can be considered normally distributed if skewness falls between -2 and +2, and kurtosis between -7 and +7. Tabachnick and Fidell (2013) also note that sample sizes over 200 tend to reduce the impact of skewness and kurtosis deviations from normality. Kline (2011) warns that skewness values exceeding 3 and kurtosis values above 10 may indicate issues, with values beyond 20 signaling more severe problems. Therefore, skewness and kurtosis values should not exceed 3 and 10, respectively.

In this study, all observed variables have skewness and kurtosis values within the acceptable range. Table No. 4.23 shows that the values fall within normal distribution parameters. Consequently, as the assumptions of normality are satisfied, the research data is suitable for further analysis using CFA.

4.4 Demographic Variables on Key Dimensions of Customer Relationship Management

Table 4.24

Demographic Variables on Key Dimensions of Customer Relationship Management in the event management sector

Objective	
To investigate the influence of demographic variables on key dimensions of Customer Relationship Management in the event management sector	
H1 Perceived service quality of the customer significantly varies with Demographic variables	
<i>H1a</i>	<i>Perceived service quality of the customer significantly varies across gender profiles</i>
<i>H1b</i>	<i>Perceived service quality of the customer significantly varies across age profiles</i>
<i>H1c</i>	<i>Perceived service quality of the customer significantly varies across educational Qualification</i>
<i>H1d</i>	<i>Perceived service quality of the customer significantly varies with the Occupation</i>
H2 Relationship quality of the customer significantly varies with Demographic variables	
<i>H2a</i>	<i>Relationship quality of the customer significantly varies across gender profiles</i>
<i>H2b</i>	<i>Relationship quality of the customer significantly varies across age profiles</i>
<i>H2c</i>	<i>Relationship quality of the customer significantly varies across educational Qualification</i>
<i>H2d</i>	<i>Relationship quality of the customer significantly varies with the Occupation</i>
H3 Event satisfaction of the customer significantly varies with Demographic variables	
<i>H3a</i>	<i>Event satisfaction of the customer significantly varies across gender profiles</i>
<i>H3b</i>	<i>Event satisfaction of the customer significantly varies across age profiles</i>

H_{3c} Event satisfaction of the customer significantly varies across educational Qualification

H_{3d} Event satisfaction of the customer significantly varies with the Occupation

H₄ Customer loyalty significantly varies with Demographic variables

H_{4a} Customer loyalty of the customer significantly varies across gender profiles

H_{4b} Customer loyalty of the customer significantly varies across age profiles

H_{4c} Customer loyalty of the customer significantly varies across educational Qualification

H_{4d} Customer loyalty of the customer significantly varies with the Occupation

Source: Prepared by the Researcher

4.4.1 Demographic Variables on Perceived Service Quality

Table 4.25

Gender of the respondents and Perceived Service Quality

Dimensions	Gender	N	Mean	Std. Deviation	F	Sig.
Tangibility	Male	326	3.933	0.608	8.268	0.104
	Female	325	4.063	0.535		
	Total	651	3.998	0.576		
Reliability	Male	326	4.066	0.549	3.235	0.073
	Female	325	4.138	0.468		
	Total	651	4.102	0.511		
Responsiveness	Male	326	4.092	0.560	0.244	0.622
	Female	325	4.113	0.519		
	Total	651	4.103	0.540		
Assurance	Male	326	4.078	0.524	5.014	0.025
	Female	325	4.158	0.375		
	Total	651	4.118	0.457		
Empathy	Male	326	4.107	0.545	0.623	0.430
	Female	325	4.137	0.402		
	Total	651	4.122	0.479		

Source: Primary Data

Table 4.25 showed the variation between gender of the respondents and perceived service quality towards event management sector in Kerala. The research hypothesis was studied using Independent Sample T-test with the ‘P’ value at 5% level of significant. The results showed that the P-values for Tangibility (0.104), Reliability (0.073), Responsiveness (0.622), and Empathy (0.430) were all greater than 0.05, indicating no significant variation between gender and these service quality dimensions. However, Assurance had a P-value of 0.025, which is less than 0.05, suggesting a statistically significant difference in perception based on gender for this particular dimension. Hence, the research hypothesis **H_{1a}** is not supported.

Thus, it could be concluded that many of the factors related to perceived service quality towards event management sector such as ‘Tangibility, Reliability, Responsiveness and Empathy’ does not vary with gender of the respondents except for Assurance. For Assurance, there is a statistically significant difference between male and female respondents' perceived service quality.

Table 4.26

Age of the respondents and Perceived Service Quality

Dimensions	Age	N	Mean	Std. Deviation	F	Sig.
Tangibility	20 years - 30 years	345	4.082	0.519	14.221	0.001
	31 years - 40 years	187	3.996	0.536		
	41 years - 50 years	75	3.899	0.673		
	Above 50 years	44	3.518	0.725		
	Total	651	3.998	0.576		
Reliability	20 years - 30 years	345	4.126	0.464	14.697	0.001
	31 years - 40 years	187	4.164	0.422		
	41 years - 50 years	75	4.112	0.469		
	Above 50 years	44	3.627	0.908		
	Total	651	4.102	0.511		

Dimensions	Age	N	Mean	Std. Deviation	F	Sig.
Responsiveness	20 years - 30 years	345	4.174	0.489	5.193	0.002
	31 years - 40 years	187	4.052	0.526		
	41 years - 50 years	75	4.011	0.552		
	Above 50 years	44	3.914	0.818		
	Total	651	4.103	0.540		
Assurance	20 years - 30 years	345	4.197	0.384	10.705	0.001
	31 years - 40 years	187	4.080	0.426		
	41 years - 50 years	75	4.005	0.540		
	Above 50 years	44	3.855	0.736		
	Total	651	4.118	0.457		
Empathy	20 years - 30 years	345	4.180	0.427	4.648	0.003
	31 years - 40 years	187	4.086	0.462		
	41 years - 50 years	75	4.037	0.485		
	Above 50 years	44	3.959	0.775		
	Total	651	4.122	0.479		

Source Primary Data

The table 4.26 illustrates that customer perception regarding the service quality of the event management firms varies across the categories of age group at 1% level. The finding indicates that age plays a crucial role in shaping perceptions of service quality. Hence, the research hypothesis H_{1b} is supported.

The Tukey HSD post hoc test was conducted to determine which specific age groups significantly differ in their perception of service quality across various dimensions. The Tukey's HSD analysis showed that there is a significant difference noted between age group of '20 to 30' (1%), '41 to 50' (5%) and 'above 50' (1%) in the case of tangibility. The younger respondents in age group 20 to 30 years have higher perceived service quality across all dimensions when compared to older age groups (above 50 years). As age increases the data shows lower ratings towards perceived service quality compared to younger age groups across multiple dimensions,

indicating the influence of age on perceptions of service quality within the event management sector. This suggests a need for the event management team to customise their services accordingly based on different age demographics to enhance overall customer satisfaction and loyalty.

Table 4.27

Educational Qualification of the respondents and Perceived Service Quality

Dimensions	Educational Qualification	N	Mean	Std. Deviation	F	Sig.
Tangibility	Schooling	54	3.919	0.545	6.8240	0.001
	Graduate	390	4.028	0.582		
	Post graduate and above	207	3.962	0.570		
	Total	651	3.998	0.576		
Reliability	Schooling	54	3.944	0.610	4.960	0.007
	Graduate	390	4.085	0.537		
	Post graduate and above	207	4.175	0.414		
	Total	651	4.102	0.511		
Responsiveness	Schooling	54	4.074	0.581	8.040	0.001
	Graduate	390	4.084	0.566		
	Post graduate and above	207	4.145	0.474		
	Total	651	4.103	0.540		
Assurance	Schooling	54	4.144	0.395	3.051	0.048
	Graduate	390	4.083	0.489		
	Post graduate and above	207	4.178	0.401		
	Total	651	4.118	0.457		
Empathy	Schooling	54	4.152	0.418	7.444	0.001
	Graduate	390	4.090	0.494		
	Post graduate and above	207	4.174	0.460		
	Total	651	4.122	0.479		

Source: Primary Data

Table 4.27 shows the variation between educational qualification of the respondents and perceived service quality towards event management sector in Kerala. The results

show that significant differences exist across all dimensions, with p-values (Sig.) less than 0.05, indicating that educational qualification impacts how service quality is perceived. Hence, the research hypothesis H_{1c} is supported.

The Tukey HSD post hoc test was conducted to determine which specific age groups significantly differ in their perception of service quality across various dimensions. In the Tangibility dimension, the test revealed that respondents with a graduate qualification rated this aspect the highest, followed by those with a postgraduate and above qualification, while those with schooling rated it the lowest. For Reliability, postgraduates reported the highest mean score, indicating a significantly stronger perception of consistent and dependable service compared to both graduates and schooling respondents. In Responsiveness, postgraduates again rated the service most favorably, suggesting they perceive quicker and more effective responses, with significant differences when compared to the other groups. Assurance also showed significant differences, with postgraduates expressing greater confidence in the service compared to graduates. Finally, in the Empathy dimension, postgraduates and those with schooling reported higher levels of perceived empathy, with graduates rating this dimension slightly lower, with statistically significant differences between these groups.

Thus, it could be concluded that many of the factors related to service quality towards event management sector such as ‘Tangibility, Reliability, Responsiveness, Assurance and Empathy’ vary with educational qualification of the respondents.

Table 4.28

Occupation of the respondents and Perceived Service Quality

Dimensions		N	Mean	Std. Deviation	F	Sig.
Tangibility	Government Sector	72	4.089	0.543	2.565	0.026
	Private Sector	237	4.000	0.604		
	NRI	51	3.957	0.485		
	Businessman	171	3.937	0.596		
	Student	89	4.130	0.518		
	Others	31	3.794	0.528		
	Total	651	3.998	0.576		

Dimensions		N	Mean	Std. Deviation	F	Sig.
Reliability	Government Sector	72	4.119	0.505	5.825	0.001
	Private Sector	237	4.141	0.419		
	NRI	51	4.008	0.593		
	Businessman	171	4.178	0.487		
	Student	89	4.031	0.551		
	Others	31	3.697	0.776		
	Total	651	4.102	0.511		
Responsiveness	Government Sector	72	4.008	0.593	4.558	0.001
	Private Sector	237	4.178	0.487		
	NRI	51	4.031	0.551		
	Businessman	171	3.697	0.776		
	Student	89	4.136	0.511		
	Others	31	4.107	0.518		
	Total	651	3.988	0.528		
Assurance	Government Sector	72	4.136	0.500	4.293	0.001
	Private Sector	237	4.107	0.529		
	NRI	51	3.988	0.616		
	Businessman	171	4.182	0.379		
	Student	89	4.110	0.656		
	Others	31	3.716	0.769		
	Total	651	4.103	0.540		
Empathy	Government Sector	72	4.133	0.476	3.612	0.003
	Private Sector	237	4.151	0.420		
	NRI	51	4.149	0.438		
	Businessman	171	4.085	0.434		
	Student	89	4.180	0.345		
	Others	31	3.781	0.849		
	Total	651	4.118	0.457		

Source: Primary Data

The data from Table No: 4.28 shows a significant variation in the perceived service quality in event management sector in Kerala across customers in different occupational profiles. The P-value of one-way ANOVA of all dimensions were less than 0.05 which indicates that there is a significant variation between occupation of

the respondents and perceived service quality towards event management sector. Hence, the research hypothesis H_{1d} is supported.

The Tukey HSD post hoc test was conducted to identify which specific occupational groups significantly differ in their perception of service quality across various dimensions. The results reveal significant differences in perceived service quality across various occupations. It is seen that respondents in Government sector rate the service quality especially the reliability and assurance dimension higher than that of other sectors. The respondents from the Private Sector and NRI categories also rate service quality higher than that of Businessmen and Students in certain dimensions. These underscore the importance of understanding the needs and expectations of different occupational segments and customizing the services to optimize customer satisfaction.

4.4.2 Demographic Variables on Relationship Quality

Table 4.29

Gender of the respondents and Relationship Quality

Dimensions		N	Mean	Std. Deviation	F	Sig.
Trust	Male	326	4.099	0.521	10.801	0.061
	Female	325	4.218	0.400		
	Total	651	4.159	0.468		
Commitment	Male	326	4.074	0.569	3.236	0.072
	Female	325	4.146	0.443		
	Total	651	4.110	0.511		
Information sharing and communication quality	Male	326	4.055	0.609	2.428	0.120
	Female	325	4.122	0.478		
	Total	651	4.089	0.548		
Long term orientation	Male	326	4.063	0.626	2.766	0.097
	Female	325	4.135	0.464		
	Total	651	4.099	0.552		

Source: Primary Data

Table 4.29 indicates the variation between gender of the respondents and relationship quality towards event management sector in Kerala. The research hypothesis was studied using Independent T-test with the 'P' value at 5% level of significant. The P-value of one-way ANOVA were greater than 0.05 which indicates that there is no significant variation between gender of the respondents and relationship quality towards event management sector. Hence, the research hypothesis **H_{2a}** is not supported.

Thus, it could be concluded that the factors related to relationship quality towards event management sector such as Trust, Commitment, Information sharing and communication quality and Long-term orientation does not vary with gender of the respondents.

Table 4.30

Age of the respondents and Relationship Quality

Dimension		N	Mean	Std. Deviation	F	Sig.
Trust	20 years - 30 years	345	4.257	0.416	11.938	0.001
	31 years - 40 years	187	4.052	0.423		
	41 years - 50 years	75	4.075	0.437		
	Above 50 years	44	3.977	0.805		
	Total	651	4.159	0.468		
Commitment	20 years - 30 years	345	4.208	0.445	11.020	0.001
	31 years - 40 years	187	4.037	0.423		
	41 years - 50 years	75	3.992	0.522		
	Above 50 years	44	3.855	0.966		
	Total	651	4.110	0.511		
Information sharing and communication quality	20 years - 30 years	345	4.184	0.475	9.591	0.001
	31 years - 40 years	187	4.029	0.538		
	41 years - 50 years	75	3.955	0.549		
	Above 50 years	44	3.823	0.882		
	Total	651	4.089	0.548		

Dimension		N	Mean	Std. Deviation	F	Sig.
Long term orientation	20 years - 30 years	345	4.180	0.470	6.769	0.001
	31 years - 40 years	187	4.022	0.539		
	41 years - 50 years	75	4.059	0.513		
	Above 50 years	44	3.859	0.996		
	Total	651	4.099	0.552		

Source: Primary Data

Table 4.30 showed the variation between age of the respondents and relationship quality towards event management sector in Kerala. The P-value of one-way ANOVA were less than 0.05 which indicates that there is a significant variation between age of the respondents and relationship quality towards event management sector. Hence, the research hypothesis H_{2b} is supported. Thus, it could be concluded that age is a significant demographic factor in influencing the perception of customers on the relationship quality towards event management sector.

The Tukey HSD post hoc test was conducted to identify specific age groups that significantly differ in their perception of relationship quality across various dimensions. The results indicate significant differences in relationship quality dimensions across different age groups. It is observed that respondents in age bracket 20-30 perceive higher level of trust when compared to other age groups. Significant differences were observed between the age groups of 31-40 and above 50 in the way how they perceive trust.

In case of commitment, individuals in the age groups of up to 30, 31-40, and 41-50 rated higher levels of commitment in relationship quality compared to those above 50. Respondents in the age groups of 20-30, 31-40, and 41-50 have higher levels of information sharing and communication quality in relationship compared to those above 50 and same was in the case for long-term orientation. This depicts the importance of considering age to address specific age-related preferences in enhancing relationship quality with customers across different age profiles.

Table 4.31

Educational Qualification of the respondents and Relationship Quality

Dimensions		N	Mean	Std. Deviation	F	Sig.
Trust	Schooling	54	4.181	0.498	4.092	0.017
	Graduate	390	4.133	0.499		
	Post graduate and above	207	4.200	0.391		
	Total	651	4.159	0.468		
Commitment	Schooling	54	4.044	0.489	3.487	0.031
	Graduate	390	4.090	0.565		
	Post graduate and above	207	4.164	0.394		
	Total	651	4.110	0.511		
Information sharing and communication quality	Schooling	54	4.100	0.522	4.156	0.016
	Graduate	390	4.059	0.581		
	Post graduate and above	207	4.141	0.487		
	Total	651	4.089	0.548		
Long term orientation	Schooling	54	4.026	0.612	4.799	0.009
	Graduate	390	4.090	0.596		
	Post graduate and above	207	4.136	0.437		
	Total	651	4.099	0.552		

Source: Primary Data

The table 4.31 presents the analysis of Relationship Quality across four dimensions—Trust, Commitment, Information Sharing and Communication Quality, and Long-Term Orientation—based on the educational qualifications of the respondents. The results show significant differences in all four dimensions, with p-values (Sig.) less than 0.05, indicating that educational qualification impacts perceptions of relationship quality. Hence, the research hypothesis **H_{2c}** is supported.

The Tukey HSD post hoc test was conducted to determine which specific educational qualification groups significantly differ in their perception of relationship quality. For Trust, postgraduates reported the highest mean score (4.200), significantly higher than

both graduates (4.133) and schooling respondents (4.181). In Commitment, postgraduates again rated it highest (4.164), followed by graduates (4.090) and schooling (4.044). For Information Sharing and Communication Quality, postgraduates had the highest score (4.141), significantly higher than graduates (4.059) and schooling respondents (4.100). In Long Term Orientation, postgraduates reported the highest mean score (4.136), significantly higher than graduates (4.090) and schooling (4.026). Overall, postgraduates consistently rated relationship quality dimensions more favorably than graduates and schooling respondents.

Thus, the findings suggest that educational qualification have a significant impact on how individuals perceive relationship quality in terms of Trust, Commitment, Information sharing and communication quality, and Long-term orientation.

Table 4.32

Occupation of the respondents and Relationship Quality

Dimensions		N	Mean	Std. Deviation	F	Sig.
Trust	Government Sector	72	4.181	0.491	3.227	0.007
	Private Sector	237	4.198	0.436		
	NRI	51	4.027	0.538		
	Businessman	171	4.133	0.463		
	Student	89	4.236	0.409		
	Others	31	3.935	0.605		
	Total	651	4.159	0.468		
Commitment	Government Sector	72	4.067	0.543	4.566	0.001
	Private Sector	237	4.154	0.425		
	NRI	51	4.020	0.534		
	Businessman	171	4.112	0.507		
	Student	89	4.202	0.482		
	Others	31	3.748	0.858		
	Total	651	4.110	0.511		

Dimensions		N	Mean	Std. Deviation	F	Sig.
Information sharing and communication quality	Government Sector	72	4.156	0.480	4.817	0.001
	Private Sector	237	4.085	0.513		
	NRI	51	3.929	0.656		
	Businessman	171	4.110	0.512		
	Student	89	4.218	0.483		
	Others	31	3.735	0.883		
	Total	651	4.089	0.548		
Long term orientation	Government Sector	72	4.175	0.428	3.400	0.005
	Private Sector	237	4.095	0.469		
	NRI	51	3.949	0.729		
	Businessman	171	4.129	0.548		
	Student	89	4.182	0.557		
	Others	31	3.800	0.879		
	Total	651	4.099	0.552		

Source: Primary Data

Table 4.32 illustrates the variation between occupation of the respondents and relationship quality towards event management sector in Kerala. In terms of Trust, significant differences were found among different occupational categories with a p-value of 0.007. Similarly, for Commitment, Information sharing and communication quality, and Long-term orientation, significant differences were observed among occupational groups with p-values of 0.001, 0.001, and 0.005 respectively. Hence, the research hypothesis **H_{2a}** is supported.

The Tukey's HSD analysis indicates a significant difference between the means of occupation group of 'Private Sector', 'Student' and 'other' (p-value < 0.05) in terms of Trust, Commitment, Information sharing and communication quality and long-term orientation.

4.4.3 Demographic Variables on Event Satisfaction

Table 4.33

Gender of the respondents and Event Satisfaction

Dimensions		N	Mean	Std. Deviation	F	Sig.
Accessibility	Male	326	4.09	0.43	0.016	0.900
	Female	325	4.09	0.40		
	Total	651	4.09	0.41		
Amenities	Male	326	4.11	0.37	7.287	0.007
	Female	325	4.19	0.42		
	Total	651	4.15	0.40		
Appetite	Male	326	4.04	0.63	0.017	0.895
	Female	325	4.05	0.62		
	Total	651	4.05	0.62		
Venue	Male	326	3.93	0.67	4.682	0.061
	Female	325	4.03	0.55		
	Total	651	3.98	0.61		
Staff	Male	326	4.16	0.52	0.037	0.848
	Female	325	4.15	0.50		
	Total	651	4.15	0.51		

Source: Primary Data

The Table 4.33 yielded the results on the variation between gender of the respondents and event satisfaction of event management sector in Kerala. As the P-value of Independent T-test of Accessibility, Appetite, Venue and Staff were greater than 0.05, it indicates that there is no significant difference between gender of the respondents and event satisfaction towards event management except for Amenities with P-value at 0.007 (Asymp. Sig. >0.05). In terms of **Amenities**, there was a notable difference where females rated amenities significantly higher compared to males. Hence, the research hypothesis **H_{3a}** is not supported.

Table 4.34

Age of the respondents and Event Satisfaction

Dimensions		N	Mean	Std. Deviation	F	Sig.
Accessibility	20 years - 30 years	345	4.127	0.426	5.298	0.001
	31 years - 40 years	187	4.101	0.377		
	41 years - 50 years	75	3.971	0.410		
	Above 50 years	44	3.924	0.418		
	Total	651	4.088	0.414		
Amenities	20 years - 30 years	345	4.201	0.409	8.836	0.001
	31 years - 40 years	187	4.167	0.340		
	41 years - 50 years	75	3.971	0.460		
	Above 50 years	44	4.011	0.324		
	Total	651	4.152	0.399		
Appetite	20 years - 30 years	345	4.075	0.619	3.723	0.011
	31 years - 40 years	187	4.103	0.566		
	41 years - 50 years	75	3.907	0.658		
	Above 50 years	44	3.841	0.731		
	Total	651	4.048	0.621		
Venue	20 years - 30 years	345	4.052	0.559	7.442	0.001
	31 years - 40 years	187	3.969	0.609		
	41 years - 50 years	75	3.887	0.626		
	Above 50 years	44	3.621	0.855		
	Total	651	3.980	0.614		
Staff	20 years - 30 years	345	4.186	0.510	2.597	0.041
	31 years - 40 years	187	4.161	0.429		
	41 years - 50 years	75	4.104	0.419		
	Above 50 years	44	3.973	0.841		
	Total	651	4.155	0.510		

Source: Primary Data

Table 4.34 presents the variation in event satisfaction across different age groups. The P-value of one-way ANOVA were less than 0.05 for all dimensions which indicates

that there is a significant variation between age of the respondents and event satisfaction towards event management sector. Hence, the research hypothesis **H_{3b}** is supported.

The table reveals that the accessibility dimension value is highest for individual aged 20 years - 30 years and the lowest for those aged Above 50 years. In the case of appetite dimension, the highest is for 31 years - 40 years and the lowest for Above 50 years and similarly for amenities dimension, the highest is among individual aged 20 years – 30 years and the lowest for those in 41-50 years category. Hence, the hypothesis stating that there is a difference between event satisfaction dimensions across different age profiles is accepted, and it can be confirmed that age is a significant demographic factor influencing the perception of customers on the event satisfaction in the event management sector.

The Tukey HSD post hoc test was conducted to analyze the differences in event satisfaction among respondents across various age groups. According to the results, the respondents aged 41-50 and above 50 have lower satisfaction in Accessibility and Amenities compared to those aged 20-30. In case of Venue, customers above 50 are more satisfied when compared to those aged 20-30 and 31-40. Moreover, in the Staff dimension, respondents above 50 significantly have higher satisfaction level than those aged 20-30. These findings lead to a confirmation that age is a significant demographic factor in determining event satisfaction.

Table 4.35

Educational Qualification of the respondents and Event Satisfaction

Dimensions		N	Mean	Std. Deviation	F	Sig.
Accessibility	Schooling	54	4.022	0.349	4.322	0.014
	Graduate	390	4.061	0.432		
	Post graduate and above	207	4.156	0.389		
	Total	651	4.088	0.414		
Amenities	Schooling	54	3.997	0.425	11.272	0.001
	Graduate	390	4.123	0.409		
	Post graduate and above	207	4.247	0.350		
	Total	651	4.152	0.399		

Dimensions		N	Mean	Std. Deviation	F	Sig.
Appetite	Schooling	54	3.737	0.683	7.499	0.001
	Graduate	390	4.076	0.653		
	Post graduate and above	207	4.074	0.512		
	Total	651	4.048	0.621		
Venue	Schooling	54	3.775	0.737	4.710	0.009
	Graduate	390	3.968	0.619		
	Post graduate and above	207	4.056	0.556		
	Total	651	3.980	0.614		
Staff	Schooling	54	4.085	0.420	1.307	0.041
	Graduate	390	4.143	0.539		
	Post graduate and above	207	4.196	0.473		
	Total	651	4.155	0.510		

Source: Primary Data

Table 4.35 presents the results on the variation between educational qualification of the respondents and event satisfaction towards event management sector in Kerala. The P-value of one-way ANOVA were less than 0.05 which indicates that there is a significant variation between educational qualification of the respondents and event satisfaction towards event management sector such as ‘Accessibility with 0.014, Amenities with 0.001, Appetite with 0.001, Venue with 0.009 and Staff with 0.041’ (Asymp. Sig. <0.05). Hence, the research hypothesis H_{3c} is supported.

Thus, it could be concluded that education qualification is a significant demographic factor in influencing the perception of customers on event satisfaction and that respondents with higher educational qualifications have higher satisfaction across various dimensions of the event experience and event quality.

The Tukey HSD post hoc test is conducted for examining the differences in event satisfaction among respondents with varying educational qualifications. For Accessibility, respondents with postgraduate and above qualifications reported significantly higher satisfaction compared to those with schooling qualifications ($p = 0.083$) and graduate qualifications ($p = 0.020$).

In Amenities, significant differences were found between respondents with postgraduate and above qualifications compared to those with schooling ($p < 0.05$) and graduate qualifications ($p < 0.05$).

Similarly, for Appetite, respondents with schooling qualifications reported significantly lower satisfaction compared to both graduate and postgraduate respondents ($p < 0.05$).

In Venue, significant differences were observed, with postgraduate and above respondents reporting significantly higher satisfaction compared to those with schooling qualifications ($p < 0.05$). However, for Staff interactions, there were no significant differences across educational qualifications, suggesting that service quality was perceived uniformly.

In conclusion, higher educational qualifications, particularly postgraduate and above, tend to correlate with higher levels of satisfaction across various dimensions of event satisfaction, including Accessibility, Amenities, Appetite, and Venue. Thus, to improve event satisfaction among all the respondents, event organizers should focus on better accessibility, amenities, and food quality while providing flexible venue options to suit different preferences.

Table 4.36

Occupation of the respondents and Event Satisfaction

Dimensions	N	Mean	Std. Deviation	F	Sig.
Government Sector	72	4.030	0.401	4.357	0.001
Private Sector	237	4.106	0.433		
NRI	51	3.954	0.476		
Accessibility					
Businessman	171	4.163	0.374		
Student	89	4.092	0.411		
Others	31	3.876	0.285		
Total	651	4.088	0.414		

Dimensions		N	Mean	Std. Deviation	F	Sig.
Amenities	Government Sector	72	4.102	0.297	1.308	0.049
	Private Sector	237	4.143	0.438		
	NRI	51	4.219	0.413		
	Businessman	171	4.123	0.368		
	Student	89	4.225	0.458		
	Others	31	4.177	0.161		
	Total	651	4.152	0.399		
Appetite	Government Sector	72	4.100	0.374	1.846	0.002
	Private Sector	237	3.975	0.705		
	NRI	51	3.969	0.765		
	Businessman	171	4.150	0.548		
	Student	89	4.049	0.651		
	Others	31	4.045	0.272		
	Total	651	4.048	0.621		
Venue	Government Sector	72	4.021	0.461	1.492	0.040
	Private Sector	237	3.958	0.664		
	NRI	51	3.846	0.798		
	Businessman	171	4.003	0.575		
	Student	89	4.086	0.585		
	Others	31	3.844	0.408		
	Total	651	3.980	0.614		
Staff	Government Sector	72	4.053	0.432	5.480	0.001
	Private Sector	237	4.172	0.507		
	NRI	51	4.341	0.333		
	Businessman	171	4.168	0.479		
	Student	89	4.187	0.521		
	Others	31	3.787	0.813		
	Total	651	4.155	0.510		

Source: Primary Data

Table 4.36 illustrates the variation between occupation of the respondents and event satisfaction towards event management sector in Kerala. As the P-value of one-way

ANOVA of event satisfaction dimensions Accessibility, Amenities, Appetite, Venue and Staff were less than 0.05, it indicates that there is a significant variation between occupation of the respondents and event satisfaction towards event management sector (Asymp. Sig. <0.05). Hence, the research hypothesis **H_{3a}** is supported. Thus, the results indicate that respondents from different occupations had varying levels of satisfaction and highlights the intricate relationship between occupation and event satisfaction.

The Tukey's HSD analysis was done to understand the pairwise comparisons of the means between occupation of the respondents and Event Satisfaction towards event management sector in Kerala. The p-value represents the probability of obtaining the observed mean difference by chance. If the p-value is less than the significance level (<0.05), then the means are significantly different.

The Tukey's HSD analysis showed that there was a significant difference between the means of occupation group of 'Private Sector' and 'Others'; 'NRI' and 'Businessman'; 'Student' and 'Private Sector'; 'Student' and 'Businessman' (p-value < 0.05) in terms of Accessibility. Additionally, there were significant differences in staff satisfaction among the 'Government Sector' and 'NRI,' as well as among 'Private Sector,' 'NRI,' 'Businessman,' 'Student,' and 'Others' (p-value < 0.05). The findings highlight the impact of occupation on event satisfaction, focusing the need for event organizers to consider the diverse preferences and expectations of customers from different occupational backgrounds.

NRI respondents showed significantly lower satisfaction in staff-related aspects compared to government sector employees. Business owners reported higher accessibility satisfaction compared to NRIs, while private-sector employees expressed higher satisfaction with accessibility than those in the "Others" category. These findings suggest that event organizers should tailor their services to better meet the needs of different occupational groups, particularly improving staff-related experiences for NRIs and respondents in other less-satisfied categories.

4.4.4 Demographic Variables with Customer Loyalty

Table 4.37

Gender of the respondents and Customer Loyalty

Dimensions		N	Mean	Std. Deviation	F	Sig.
Loyalty	Male	326	3.947	0.644	18.211	0.051
	Female	325	4.135	0.463		
	Total	651	4.041	0.568		
Switch	Male	326	3.097	1.010	0.075	0.784
	Female	325	3.071	1.085		
	Total	651	3.084	1.048		
Pay more	Male	326	3.514	0.926	2.423	0.120
	Female	325	3.617	0.788		
	Total	651	3.565	0.861		
External Response	Male	326	3.165	1.006	0.103	0.748
	Female	325	3.135	1.034		
	Total	651	3.150	1.020		

Source: Primary Data

Table 4.37 illustrates the variation between gender of the respondents and customer loyalty towards event management sector in Kerala. The P-value of Independent T-test were greater than 0.05 which indicates that there is no significant difference between gender of the respondents and customer loyalty towards event management sector. Hence, the research hypothesis **H_{4a}** is not supported.

Thus, it could be concluded that many of the factors related to customer loyalty towards event management sector such as Loyalty, Switch, pay more and External Response does not vary with gender of the respondents.

Table 4.38*Age of the respondents and Customer Loyalty*

Dimensions		N	Mean	Std. Deviation	F	Sig.
Loyalty	20 years - 30 years	345	4.118	0.489	7.134	0.001
	31 years - 40 years	187	4.000	0.538		
	41 years - 50 years	75	3.965	0.573		
	Above 50 years	44	3.741	0.998		
	Total	651	4.041	0.568		
Switch	20 years - 30 years	345	3.200	1.092	4.601	0.003
	31 years - 40 years	187	2.872	0.963		
	41 years - 50 years	75	2.980	1.038		
	Above 50 years	44	3.250	0.912		
	Total	651	3.084	1.048		
Pay more	20 years - 30 years	345	3.675	0.848	21.231	0.001
	31 years - 40 years	187	3.588	0.716		
	41 years - 50 years	75	3.553	0.853		
	Above 50 years	44	2.625	0.989		
	Total	651	3.565	0.861		
External Response	20 years - 30 years	345	3.302	1.017	10.648	0.001
	31 years - 40 years	187	2.882	0.983		
	41 years - 50 years	75	2.898	1.003		
	Above 50 years	44	3.523	0.879		
	Total	651	3.150	1.020		

Source: Primary Data

Table 4.38 shows the variation between age of the respondents and customer loyalty towards event management sector in Kerala. As the P-value of one-way ANOVA were less than 0.05 for the dimensions Loyalty, Switch, pay more and External Response, it indicates a significant variation between age of the respondents and customer loyalty. Hence, the research hypothesis H_{4b} is supported.

Even though respondents aged 20 to 30 years have the highest mean loyalty score (4.118), they are also having the highest switching score demonstrating both high loyalty and high switching behavior. This shows the loyalty of young adults but also their openness in exploring other options if they find something more appealing or better suited to their needs. The respondents in age group 20-30 are also willing to pay more for enhancing their experiences when compared to other groups.

Respondents above 50 years shows the lowest loyalty score (3.741) and the least willingness to pay more (2.625), suggesting a more cautious approach towards spending. However, they report the highest external response (3.523, $p = 0.001$), indicating a greater tendency to rely on external feedback or recommendations.

The Tukey HSD test was conducted to analyze the pairwise comparisons of the means between the age of the respondents and Customer Loyalty towards event management sector in Kerala. The analysis showed that there was a significant difference between the means of age group of '20 years - 30 years', '31 years - 40 years', and 'above 50 years' ($p\text{-value} < 0.05$) in terms of Loyalty, Switch, Pay more and External Response. Respondents in age group 20-30 years and 31 to 40 years exhibit higher loyalty when compared to those aged above 50 years. The switching behavior score of respondents aged 31 to 40 years is significantly lower when compared to those aged 20 to 30 years. Middle-aged respondents (31-40 years) show less switching behavior compared to the younger group, indicating higher stability among this group while the younger group showcase their openness in exploring other options if they find something more appealing.

Both younger customers (20-30 years) and middle-aged customers (31-40) and (41-50) are more likely to pay more than the customers in the age group above 50 indicating a stronger perceived value of the service among these groups. Respondents above 50 years exhibit the lowest loyalty and willingness to pay more but are more engaged in external responses more than the middle-aged group but less than the age group 20-30.

Thus, it could be concluded that there are significant variations in customer loyalty dimensions based on respondents' age groups, with younger respondents showing

higher levels of loyalty, willingness to pay more, and external response compared to older age groups. This highlights the importance of considering demographic factors while addressing the specific needs of consumers to enhance their loyalty and satisfaction.

Table 4.39

Educational Qualification of the respondents and Customer Loyalty

Dimensions		N	Mean	Std. Deviation	F	Sig.
Loyalty	Schooling	54	3.959	0.712	2.100	0.023
	Graduate	390	4.019	0.559		
	Post graduate and above	207	4.103	0.540		
	Total	651	4.041	0.568		
Switch	Schooling	54	3.426	1.030	17.705	0.001
	Graduate	390	3.215	1.043		
	Post graduate and above	207	2.746	0.979		
	Total	651	3.084	1.048		
Pay more	Schooling	54	3.500	1.005	1.365	0.046
	Graduate	390	3.610	0.816		
	Post graduate and above	207	3.498	0.900		
	Total	651	3.565	0.861		
External Response	Schooling	54	3.506	1.013	22.641	0.001
	Graduate	390	3.297	0.983		
	Post graduate and above	207	2.779	0.989		
	Total	651	3.150	1.020		

Source: Primary Data

Table 4.39 reveals the variation between educational qualification of the respondents and customer loyalty towards event management sector in Kerala. The P-value of one-way ANOVA were less than 0.05 which indicates that there is a significant variation between educational qualification of the respondents and customer loyalty. Hence, the research hypothesis **H_{4c}** is supported.

It was observed in the study that post-graduates and above shows the highest loyalty with a mean score of 4.103. On the other hand, switching behavior decreases with higher education, showing the tendency of educated individuals to stick on with the company. The study revealed the willingness of Graduates to pay more for the services of the company suggesting their value for quality and economic stability. The tendency for engagement in External response is most prevalent among respondents having schooling background indicating their nature in sharing their experiences with external parties.

The Tukey's HSD analysis was done to find out the significant difference between the means of educational qualification group consisting of 'Schooling', 'Graduate', and 'Post graduate and above' with the Customer Loyalty dimensions such as loyalty, switch, pay more and in terms of External Response.

The post hoc Tukey HSD test results for switching behavior reveals significant differences between post-graduates and with that of graduates and respondents having schooling background. There is no significant difference in switching behavior between respondents with schooling and those with a graduate degree. Post-graduates exhibit significantly lower switching behavior compared to both graduates and respondents with schooling background. This suggests that higher education is associated with greater customer retention. The same is seen in the case of external response. In the 'External Response' dimension, post-graduates show lower scores than graduates and those with schooling indicating that they are less likely to share their experiences externally and tend to make more independent purchasing decisions. These findings shed light on the impact of educational qualification on customer loyalty in event management sector.

Table 4.40*Occupation of the respondents and Customer Loyalty*

Dimensions		N	Mean	Std. Deviation	F	Sig.
Loyalty	Government Sector	72	4.119	0.510	3.437	0.004
	Private Sector	237	4.088	0.536		
	NRI	51	3.867	0.742		
	Businessman	171	3.994	0.556		
	Student	89	4.128	0.377		
	Others	31	3.794	0.924		
	Total	651	4.041	0.568		
Switch	Government Sector	72	3.097	1.077	7.153	0.001
	Private Sector	237	3.122	1.099		
	NRI	51	3.275	0.902		
	Businessman	171	2.763	0.895		
	Student	89	3.528	1.062		
	Others	31	2.935	1.031		
	Total	651	3.084	1.048		
Pay more	Government Sector	72	3.764	0.805	4.622	0.001
	Private Sector	237	3.686	0.729		
	NRI	51	3.206	1.137		
	Businessman	171	3.494	0.755		
	Student	89	3.534	1.047		
	Others	31	3.258	1.087		
	Total	651	3.565	0.861		
External Response	Government Sector	72	3.116	1.092	6.526	0.001
	Private Sector	237	3.152	1.041		
	NRI	51	3.301	1.078		
	Businessman	171	2.854	0.905		
	Student	89	3.524	0.951		
	Others	31	3.527	0.922		
	Total	651	3.150	1.020		

Source: Primary Data

The data in Table 4.40 reveals significant differences in customer loyalty dimensions across various occupational groups as the P-value of one-way ANOVA were less than 0.05 in the case of all dimensions such as 'Loyalty with 0.004, Switch with 0.001, Pay more with 0.001 and External Response with 0.001' (Asymp. Sig. <0.05). Hence, the research hypothesis **H_{4a}** is supported.

The Tukey HSD test results reveal several significant differences in customer loyalty, switching behavior, willingness to pay more, and external response across various occupational groups. In terms of willingness to pay more, NRIs exhibit a significantly higher tendency compared to government sector employees (Mean Difference = 0.558, $p = 0.005$) and private sector employees (Mean Difference = 0.4798, $p = 0.004$), indicating their greater price flexibility. Businesspeople exhibit a higher tendency to switch compared to private sector employees ($p = 0.007$) and NRIs ($p = 0.022$), while students are significantly less likely to switch than businesspeople ($p = 0.000$) and private sector employees ($p = 0.019$). This suggests that students and private sector employees demonstrate stronger brand commitment, whereas businesspeople are more inclined to explore alternatives. In terms of external response, students respond more actively than businessmen, with significant mean differences ($p = 0.000$ and $p = 0.008$, respectively). These findings suggest that while NRIs are more flexible in paying extra, businessmen tend to switch more frequently, and students exhibit stronger brand loyalty.

Table 4.41*Status of Research Hypotheses*

Objective 1		Status of Hypotheses
To investigate the influence of demographic variables on key dimensions of Customer Relationship Management in the event management sector		
H₁	Perceived service quality of the customer significantly varies with Demographic variables	
<i>H_{1a}</i>	<i>Perceived service quality of the customer significantly varies across gender profiles</i>	Not Supported
<i>H_{1b}</i>	<i>Perceived service quality of the customer significantly varies across age profiles</i>	Supported
<i>H_{1c}</i>	<i>Perceived service quality of the customer significantly varies across educational Qualification</i>	Supported
<i>H_{1d}</i>	<i>Perceived service quality of the customer significantly varies with the Occupation</i>	Supported
H₂	Relationship quality of the customer significantly varies with Demographic variables	
<i>H_{2a}</i>	<i>Relationship quality of the customer significantly varies across gender profiles</i>	Not Supported
<i>H_{2b}</i>	<i>Relationship quality of the customer significantly varies across age profiles</i>	Supported
<i>H_{2c}</i>	<i>Relationship quality of the customer significantly varies across educational Qualification</i>	Supported
<i>H_{2d}</i>	<i>Relationship quality of the customer significantly varies with the Occupation</i>	Supported
H₃	Event satisfaction of the customer significantly varies with Demographic variables	
<i>H_{3a}</i>	<i>Event satisfaction of the customer significantly varies across gender profiles</i>	Not Supported

<i>H_{3b}</i>	<i>Event satisfaction of the customer significantly varies across age profiles</i>	Supported
<i>H_{3c}</i>	<i>Event satisfaction of the customer significantly varies across educational Qualification</i>	Supported
<i>H_{3d}</i>	<i>Event satisfaction of the customer significantly varies with the Occupation</i>	Supported
<hr/>		
H₄	Customer loyalty significantly varies with Demographic variables	
<hr/>		
<i>H_{4a}</i>	<i>Customer loyalty of the customer significantly varies across gender profiles</i>	Not Supported
<i>H_{4b}</i>	<i>Customer loyalty of the customer significantly varies across age profiles</i>	Supported
<i>H_{4c}</i>	<i>Customer loyalty of the customer significantly varies across educational Qualification</i>	Supported
<i>H_{4d}</i>	<i>Customer loyalty of the customer significantly varies with the Occupation</i>	Supported

Source: Prepared by the Researcher

4.5 Conclusion

In this chapter, the descriptive statistics and analysis of variance for Key Dimensions of Customer Relationship Management in the Event Management Sector are empirically tested and reported. The analysis focused on examining how demographic variables influence key dimensions of Customer Relationship Management (CRM) in the event management sector. The findings revealed that gender does not influence the key dimensions of CRM in the event management sector. However, age and occupation significantly influence the perceived service quality, relationship quality, event satisfaction, and customer loyalty. Different age groups and occupational categories perceive and engage with event services differently. Educational qualification yielded mixed results across different dimensions. There were no significant variations in perceived service quality and relationship quality across

different educational qualifications among customers. However, education qualification significantly influences the event satisfaction and customer loyalty. These findings will help the event management companies to customize their services to satisfy the diverse needs and preferences of their customer base for enhancing event experiences to attain customer satisfaction and loyalty.

Chapter 5

ANALYSIS OF PERCEIVED SERVICE QUALITY, RELATIONSHIP QUALITY, AND EVENT SATISFACTION ON CUSTOMER LOYALTY

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5.1 Introduction

This chapter aims to analyze the measurement models for the Key Dimensions of Customer Relationship Management in the Event Management Sector in Kerala. Evaluation of model has taken place in two stages. The first stage deals with the analysis of customers' responses towards the effectiveness of Customer Relationship Management related to 'Perceived Service Quality', 'Relationship Quality' and 'Event Satisfaction' adopted by event management sectors and its impact on 'Customer Loyalty'. After establishment of its satisfactory measurement models, structural model for each category of respondents is then assessed in stage 2. SEM is a powerful statistical tool of a researcher to study the complex theoretical models and to understand and analyze the relationship between different variables. Two fundamental SEM methods have been proposed: covariance-based structural equation modelling (CB-SEM) and partial least squares structural equation modelling (Hair et al., 2022). PLS-SEM helps in measuring the intricate relationships among the multiple constructs (Hair et al., 2014). Along with efficient path modelling, PLS-SEM aid as a valuable tool for sophisticated structural measurement (Lowry & Gaskin, 2014). PLS-SEM is considered as the most appropriate tool when formative constructs are included in the study and when for understanding the theoretical model created, the higher order constructs are needed (Hair et al., 2022). The researcher has used PLS-SEM in this study due to its advantages and wide acceptance. The present study includes a number of constructs and indicator due to which the researcher opted for PLS-SEM to effectively handle this complex model. Smart PLS-SEM Version 4 is used in this study. The first stage of the chapter deals with measuring the validity and reliability of the measurement items. The measurement model is evaluated by examining the individual loading of each item, internal composite reliability,

convergent validity, and discriminant validity. The second stage deals with evaluating the structural equation model to assess the relationships between the independent latent variables and the dependent variable after the adjustment of items and acceptance of the measurement Model. The third stage examines the mediating effects between the variables. The last phase deals in an in-depth study on the effect of Perceived Service Quality on Relationship Quality, Event Satisfaction and Customer Loyalty by analyzing the inner dimensions of Perceived Service Quality.

5.2 Setting up of Hypothesis for Research Model.

Research model proposes H₅ - (H_{5a}, H_{5b}, H_{5c}, H_{5d}, H_{5e}) for testing the constructs. H₅ (H_{5a}, H_{5b}, H_{5c}, H_{5d}, H_{5e}) hypotheses are testing the relationship between the major constructs such as ‘Perceived Service Quality’, ‘Relationship Quality’, ‘Event Satisfaction’ and ‘Customer Loyalty’ in the Event Management Sector in Kerala. The hypotheses are as shown in Table-5.1.

Table 5.1

Formulation of Research Hypothesis for PLS-SEM

Objective 2	
To examine the effect of Perceived Service Quality, Relationship Quality and Event Satisfaction on Customer Loyalty in the Event Management Sector	
H₅ Perceived Service Quality, Relationship Quality, Event Satisfaction significantly influences Customer Loyalty	
<i>H_{5a}</i>	<i>Perceived Service Quality Influences Customer Loyalty</i>
<i>H_{5b}</i>	<i>Perceived Service Quality Influences Relationship Quality</i>
<i>H_{5c}</i>	<i>Perceived Service Quality Influences Event Satisfaction</i>
<i>H_{5d}</i>	<i>Relationship Quality influences Customer Loyalty</i>
<i>H_{5e}</i>	<i>Event Satisfaction influences Customer Loyalty</i>

Source: Prepared by the Researcher

5.3 Evaluating Measurement Model

The measurement model is assessed by the indicator reliability, internal consistency reliability, discriminant validity, and convergent validity before evaluating the path

coefficient of any structural model using PLS-SEM. According to Wong (2013), the reflective measure for the aforementioned measures needs to be checked and meet the threshold values or thumb rules. There are no formative indicators for this study. There are some general guidelines for evaluating the reflective constructs. They are:

- (a) Showing results of outer loadings of indicators for individual indicator's reliability
- (b) Showing results of relabeled items extracted after outer loadings of indicators for individual indicator's reliability
- (c) Showing results of final outer loadings of indicators for individual indicator's reliability.
- (d) Composite reliability to evaluate internal consistency.
- (e) Average variance extracted (AVE) to evaluate convergent validity.
- (f) Fornell-Larcker criterion and cross loadings to assess discriminant validity.
- (g) Evaluation of Collinearity assessment

(a) Results of outer loadings of indicators for individual indicator's reliability

Indicator reliability explains the consistency of an individual indicator measuring its construct. It is evaluated using outer loadings in structural equation modeling (SEM). Outer loadings explain the correlation between an indicator and its construct. High outer loadings (typically above 0.7) suggest that the indicator is a reliable measure of the construct. Lower loadings suggest that the indicator may not adequately represent the construct and could introduce measurement error. The table below showcases the results of outer loadings for indicators used to measure the reliability of reflective constructs such as Perceived Service Quality, Relationship Quality, Event Satisfaction, and Customer Loyalty within the event management sector. According to the guidelines suggested by Hair et al. (2013), indicators with outer loadings below the threshold of 0.7 should be scrutinized and potentially excluded to ensure model validity.

Table 5.2*Results of outer loadings of indicators for individual indicator's reliability*

Coding	Perceived Service Quality	Relationship Quality	Event Satisfaction	Customer Loyalty
TAN1	0.581			
TAN2	0.822			
TAN3	0.506			
TAN4	0.741			
TAN5	0.825			
REL1	0.666			
REL2	0.862			
REL3	0.860			
REL4	0.834			
REL5	0.494			
RES1	0.521			
RES2	0.833			
RES3	0.535			
RES4	0.727			
RES5	0.718			
ASS1	0.538			
ASS2	0.639			
ASS3	0.823			
ASS4	0.725			
ASS5	0.828			
EMP1	0.857			
EMP2	0.650			
EMP3	0.591			
EMP4	0.825			
EMP5	0.744			
TRU1		0.757		
TRU2		0.664		
TRU3		0.638		

Coding	Perceived Service Quality	Relationship Quality	Event Satisfaction	Customer Loyalty
TRU4		0.78		
TRU5		0.789		
COM1		0.791		
COM2		0.732		
COM3		0.658		
COM4		0.670		
COM5		0.808		
INF1		0.766		
INF2		0.632		
INF3		0.769		
INF4		0.741		
INF5		0.784		
LONG1		0.792		
LONG2		0.673		
LONG3		0.820		
LONG4		0.752		
LONG5		0.631		
ACC1			0.746	
ACC2			0.608	
ACC3			0.610	
ACC4			0.622	
ACC5			0.758	
ACC6			0.768	
AME1			0.615	
AME2			0.602	
AME3			0.714	
AME4			0.657	
AME5			0.725	
AME6			0.738	
APP1			0.761	

Coding	Perceived Service Quality	Relationship Quality	Event Satisfaction	Customer Loyalty
APP2			0.270	
APP3			0.82	
APP4			0.794	
APP5			0.645	
VEN1			0.717	
VEN2			0.653	
VEN3			0.721	
VEN4			0.713	
VEN5			0.628	
VEN6			0.629	
STF1			0.718	
STF2			0.647	
STF3			0.734	
STF4			0.657	
STF5			0.666	
LOY1				0.708
LOY2				0.615
LOY3				0.592
LOY4				0.778
LOY5				0.832
PAY1				0.804
PAY2				0.738
SWI1				0.786
SWI2				0.756
EXT1				0.723
EXT2				0.663
EXT3				0.758

Source: Primary Data

As there are only reflective indicators in this model, it is necessary to look at the outer loading of each indicator within the constructs. As the validity of the model depends

on reliability, indicator reliability is initially examined to make sure the related indicators have shared significance that the latent construct can capture. It is necessary to exclude any sign whose outer loadings are less than the 0.7 threshold level (Hair et al., 2013).

After examining the outer loadings values of 85 latent variables in total, it is found that 34 indicators value fall between the values of 0.4 to 0.7. They are 'Perceived Service Quality' construct with TAN1 (0.581), TAN3 (0.506), REL1 (0.666), REL5 (0.494), RES1 (0.521), RES3 (0.535), ASS1 (0.538), ASS2 (0.639), EMP2 (0.650), EMP3 (0.591) and 'Relationship Quality' Construct with TRU2 (0.664), TRU3 (0.638), COM3 (0.658), COM4 (0.670), INF2 (0.632), LONG2 (0.673), LONG5 (0.631) and 'Event Satisfaction' Construct with ACC2 (0.608), ACC3 (0.610), ACC4 (0.622), AME1 (0.615), AME2 (0.602), AME4 (0.657), APP2 (0.270), APP5 (0.645), VEN2 (0.653), VEN5 (0.628), VEN6 (0.629), STF2 (0.647), STF4 (0.657), STF5 (0.666) and finally 'Customer Loyalty' Construct with LOY2 (0.615), LOY3 (0.592), EXT2 (0.663).

A loading relevance test was therefore performed for these 34 indicators to check whether the above said 34 items should be retained in the model. In a loading relevance test, problematic indicators should be deleted only if their removal from the PLS model leads to an increase in the overall AVE and composite reliability of their constructs over the 0.5 thresholds. Thus, the researcher eliminated the indicators that have values in between 0.4 to 0.7. The loadings are tabulated in the above Table 5.2.

(b) Results of relabelled items extracted after outer loadings of indicators for individual indicator's reliability

After evaluating the outer loadings of indicators to measure the reliability of individual measures certain adjustments were made to ensure the accuracy and consistency of the measurements. The researcher eliminated the indicators having value below 0.7 and relabeled the other indicators. This process of refining the measurement model is crucial for maintain the robustness and validity of findings.

Table 5.3

Results of relabeled items extracted after outer loadings of indicators for individual indicator's reliability

Dimensions	Relabelled Dimensions
Perceived Service Quality of CRM	
Tangibility	
TAN1	Extracted
TAN2	TAN1
TAN3	Extracted
TAN4	TAN2
TAN5	TAN3
Reliability	
REL1	Extracted
REL2	REL2
REL3	REL2
REL4	REL3
REL5	Extracted
Responsiveness	
RES1	Extracted
RES2	RES1
RES3	Extracted
RES4	RES2
RES5	RES3
Assurance	
ASS1	Extracted
ASS2	Extracted
ASS3	ASS1
ASS4	ASS2
ASS5	ASS3
Empathy	
EMP1	EMP1
EMP2	Extracted
EMP3	Extracted
EMP4	EMP2
EMP5	EMP3

Dimensions	Relabelled Dimensions
Relationship Quality	
Trust	
TRU1	TRU1
TRU2	Extracted
TRU3	Extracted
TRU4	TRU2
TRU5	TRU3
Commitment	
COM1	COM1
COM2	COM2
COM3	Extracted
COM4	Extracted
COM5	COM3
Information sharing and communication quality	
INF1	INF1
INF2	Extracted
INF3	INF2
INF4	INF3
INF5	INF4
Long term orientation	
LONG1	LONG1
LONG2	Extracted
LONG3	LONG2
LONG4	LONG3
LONG5	Extracted
Event Satisfaction	
Accessibility	
ACC1	ACC1
ACC2	Extracted
ACC3	Extracted
ACC4	Extracted
ACC5	ACC2
ACC6	ACC3

Dimensions	Relabelled Dimensions
Amenities	
AME1	Extracted
AME2	Extracted
AME3	AME1
AME4	Extracted
AME5	AME2
AME6	AME3
Appetite	
APP1	APP1
APP2	Extracted
APP3	APP2
APP4	APP3
APP5	Extracted
Venue	
VEN1	VEN1
VEN2	Extracted
VEN3	VEN2
VEN4	VEN3
VEN5	Extracted
VEN6	Extracted
Staff	
STF1	STF1
STF2	Extracted
STF3	STF2
STF4	Extracted
STF5	Extracted
Customers Loyalty	
Loyalty	
LOY1	LOY1
LOY2	Extracted
LOY3	Extracted
LOY4	LOY2
LOY5	LOY3

Dimensions	Relabelled Dimensions
Switch	
PAY1	PAY1
PAY2	PAY2
Pay More	
SWI1	SWI1
SWI2	SWI2
External Response	
EXT1	EXT1
EXT2	Extracted
EXT3	EXT2

Source: Primary Data

Problematic indicators are taken out of the research model in a loading relevance test, as shown in Table 5.3 above. Only the indicators with values between 0.7 and 0.9 were kept by the researcher. After outer loadings of indicators, to test the reliability of each particular indicator the items were relabeled.

(c) Results of final outer loadings of indicators for individual indicator’s reliability

After the initial outer loadings where indicators having values below 0.7 were removed based on a loading relevance test, the indicators with values between 0.7 and 0.9 were retained and relabeled. After relabeling the items, an additional final outer loading of indicators for individual indicator’s reliability was conducted. The table presented below reveals the outcomes of this evaluation, displaying the outer loading values for each indicator across different dimensions of Perceived Service Quality, Relationship Quality, Event Satisfaction, and Customer Loyalty.

Table 5.4*Results of final outer loadings of indicators for individual indicator's reliability*

Coding	Perceived Service Quality	Relationship Quality	Event Satisfaction	Customer Loyalty
TAN1	0.822			
TAN2	0.741			
TAN3	0.825			
REL1	0.862			
REL2	0.860			
REL3	0.834			
RES1	0.833			
RES2	0.727			
RES3	0.718			
ASS1	0.823			
ASS2	0.725			
ASS3	0.828			
EMP1	0.857			
EMP2	0.825			
EMP3	0.744			
TRU1		0.757		
TRU2		0.780		
TRU3		0.789		
COM1		0.791		
COM2		0.732		
COM3		0.808		
INF1		0.766		
INF2		0.769		
INF3		0.741		
INF4		0.784		
LONG1		0.792		
LONG2		0.820		
LONG3		0.752		
ACC1			0.746	
ACC2			0.758	
ACC3			0.768	

Coding	Perceived Service Quality	Relationship Quality	Event Satisfaction	Customer Loyalty
AME1			0.714	
AME2			0.725	
AME3			0.738	
APP1			0.761	
APP2			0.820	
APP3			0.794	
VEN1			0.717	
VEN2			0.721	
VEN3			0.713	
STF1			0.718	
STF2			0.734	
LOY1				0.708
LOY2				0.778
LOY3				0.832
PAY1				0.804
PAY2				0.738
SWI1				0.786
SWI2				0.756
EXT1				0.723
EXT2				0.758

Source: Primary Data

The above Table-5.4 depicted that, after examining the outer loadings values of 51 latent variables in total, it is found that all the indicators value fall between the values of 0.7 to 0.9. A loading relevance test was therefore performed and the above said 51 items should be retained in the model. So, that the PLS SEM model leads to an increase in the overall AVE and composite reliability of their constructs over the 0.5 thresholds.

(d) Composite reliability to evaluate internal consistency

Internal consistency reliability is a measure to examine the degree to which different indicators of a construct give same results. It is done to ensure that all items within a construct like perceived service quality, relationship quality, or event satisfaction

consistently measure the same underlying concept. **Internal consistency reliability** is measured using Cronbach's alpha or composite reliability. Values above 0.7 for these constructs indicate that the items within each construct are consistent and reliable.

Table 5.5

Composite Reliability and Cronbach's Alpha

Dimensions	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Perceived Service Quality	0.926	0.921	0.925
Relationship Quality	0.945	0.946	0.942
Event Satisfaction	0.938	0.941	0.943
Customer Loyalty	0.911	0.913	0.927

Source: Primary Data

In PLS-SEM, composite reliability is selected above Cronbach's alpha when assessing the internal consistency dependability of the measurement model (Hair, Sarstedt, & Ringle, 2012). Cronbach's Alpha is typically used to assess the reliability of internal consistency. However, because it is sensitive to the number of elements on the scale, it is not appropriate for PLS-SEM. Consequently, when applied to PLS path models, Cronbach's Alpha results in a significant underestimation (Werts, Linn, & Joreskog, 1974).

The above Table-5.5 depicted that, the composite reliability of the Constructs such as Perceived Service Quality, Relationship Quality, Event Satisfaction and Customer Loyalty is found to be 0.925, 0.942, 0.943 and 0.927 respectively replicating their higher levels of internal consistency reliability. Prior research suggests that a threshold level of 0.60 or higher is required to demonstrate a satisfactory composite reliability in research, but that should not exceed the 0.95 level (Hair et al., 2013).

(e) Convergent validity

Validity refers to the extent to which a measurement instrument accurately measures what it is intended to measure. Validity also helps as an indicator regarding how sound the research is. It determines whether a measurement is meaningful, appropriate, and relevant for the construct it is supposed to measure. Validity of a scale is examined through Content Validity and Construct validity. Expert judgement is used to assess content validity, which helps in ensuring completeness of measurement instrument (Hair et al, 2014). Construct validity refers to the extent to which a measurement instrument accurately measures the underlying theoretical construct it is intended to assess. Construct validity is categorized into Convergent and Discriminant validity.

Table 5.6

Convergent Validity

Dimensions	Average Variance Extracted (AVE)
Perceived Service Quality	0.930
Relationship Quality	0.945
Event Satisfaction	0.938
Customer Loyalty	0.911

Source: Primary Data

Convergent validity refers to the ability of the model to explain the indicator's variance. Convergent validity assesses the degree to which one object correlates positively with another of the same constructs (Hulland, J., 1999). It measures the consistency and convergence within the same construct. To examine convergent validity, the average variance extracted (AVE) is used in this analysis. it is a measure of the amount of variance captured by a construct in relation to the amount of variance due to measurement error. It is clear that AVE can support the measurement model's convergent validity, with a minimum AVE threshold level of 0.5 needed to support this claim (Fornell and Larcker, 1981; Bagozzi and Yi, 1988).

The above Table-5.6 depicted that all the constructs exceeded this level. Since all of these constructs met discriminant validity and other reliability tests, they are kept in

the model to maintain content validity. The AVE for the latent construct such as Perceived Service Quality, Relationship Quality, Event Satisfaction and Customer Loyalty are 0.930, 0.945, 0.938 and 0.911 respectively, which are considerably above the required minimum threshold level of 0.50. Therefore, these measures of the reflective constructs are found to have high levels of convergent validity.

(f) Discriminant Validity

Discriminant validity refers to the extent to which items of one construct are distinct from and not correlated with items or measures of other constructs. It examines if the items intended to measure one construct do not correlate strongly with items intended to measure unrelated constructs. The Fornell-Larcker criterion was used to measure the Discriminant validity in this study. In Table 5.7, the square root of the AVE is calculated that exceeds the inter-correlations of the construct with the other constructs in the model to ensure discriminant validity (Fornell & Larcker, 1981).

Table 5.7

Fornell-Lacker criterion

Dimensions	Customer Loyalty	Event Satisfaction	Perceived Service Quality	Relationship Quality
Customer Loyalty	0.858			
Event Satisfaction	0.732	0.866		
Perceived Service Quality	0.729	0.711	0.887	
Relationship Quality	0.710	0.692	0.748	0.892

Source: Primary Data

According to the Fornell-Larcker criterion for discriminant validity, a factor's AVE should be greater than its squared correlations with all other factors in the model (Fornell & Larcker, 1981). The researcher tested to understand if the square root of each AVE value belonging to each and every latent construct is much larger than any correlation between any pair of latent constructs. Cross-loadings are checked to ensure that each indicator loads the highest value on the construct it intends to measure. This is how the validity of the outer model was further strengthened. The above Table 5.7

depicts that the Fornell-Larcker criterion for the discriminant validity model for Customer Loyalty, Event Satisfaction, Perceived Service Quality and Relationship Quality are 0.858, 0.866, 0.887 and 0.892, respectively are much larger than the corresponding LVC. Hence, the level is satisfied.

(g) Collinearity Assessment

Collinearity assessment is the process of determining the degree of multicollinearity between latent variables in structural equation modelling (SEM). In order to assess the collinearity of the measures used in the study, Variance inflation factor is employed through PLS-SEM.

Table 5.8

Outer VIF Values

Indicators	VIF	Indicators	VIF	Indicators	VIF	Indicators	VIF
TAN 1	4.394	TRU 1	2.184	ACC 1	2.161	LOY 1	1.764
TAN 2	2.079	TRU 2	2.594	ACC 2	2.226	LOY 2	2.109
TAN 3	2.493	TRU 3	2.535	ACC 3	2.217	LOY 3	2.555
REL 1	4.615	COM 1	2.548	AME 1	1.908	SWI 1	2.267
REL 2	4.457	COM 2	2.026	AME 2	2.072	SWI 2	1.930
REL 3	3.649	COM 3	2.804	AME 3	2.056	PAY 1	2.455
RES 1	3.008	INF 1	2.387	APP 1	2.301	PAY 2	2.051
RES 2	2.115	INF 2	2.234	APP 2	3.003	EXT 1	1.836
RES 3	2.017	INF 3	2.247	APP 3	2.536	EXT 2	2.048
ASS 1	3.848	INF 4	2.556	VEN 1	2.075		
ASS 2	2.070	LONG 1	2.650	VEN 2	2.077		
ASS 3	3.169	LONG 2	2.681	VEN 3	1.907		
EMP 1	2.787	LONG 3	2.121	STF 1	1.987		
EMP 2	3.801			STF 2	2.020		
EMP 3	2.189						

Source: Primary Data

When making any conclusions, the structural model must be adequately analyzed in addition to the measurement model. Collinearity is regarded as a potential concern in

the structural model, and a Variance Inflation Factor (VIF) value of 5 or above often indicates such a problem (Hair et al., 2011).

The above Table-5.8 depicted that, all VIF values are lesser than five, suggesting that there is no indication of Collinearity between each set of predictor variables. Therefore, it is evident that all the conditions for the measurement model evaluation were satisfactory and hence the researcher can proceed with the Structural model.

5.4 Evaluating the Structural Model

After ensuring the satisfactory soundness of the measurement model, the structural model is evaluated to test the research hypothesis. The validity of the structural model is assessed using the coefficient of determination (R^2) and path coefficients. Standard errors and test statistics for the parameters are estimated in Smart-PLS with the help of bootstrapping option. The Structural model evaluation is carried out in the following phases.

- (a) The Inner Model Collinearity
- (b) The significance and relevance of the structural model relationships
- (c) The level of R^2
- (d) The effect sizes F^2
- (e) The predictive relevance Q^2 effect sizes
- (f) Model Fit indices.

(a) The Inner Model Collinearity

Examining inner model collinearity is important to ensure the reliability and validity of the model. Inner model collinearity refers to the degree to which latent variables are correlated with each other within the structural model. Variance Inflation Factor (VIF) are used to assess the inner model collinearity. High VIF value above 5 indicates inflated standard errors, unstable parameter estimates, reduced model fit and difficulties in determining the effect of predictors to dependent variable (Hair et al., 2011).

Table 5.9

Inner VIF Values

Dimensions	Customer Loyalty	Event Satisfaction	Perceived Service Quality	Relationship Quality
Customer Loyalty				
Event Satisfaction	4.637			
Perceived Service Quality	3.109	1.000		1.000
Relationship Quality	3.866			

Source: Primary Data

It can be seen from the above Table-5.9 that, the inner model, which is the structural model collinearity is tested with the evaluation based on the inner model VIF values. The Variance Inflation Factor (VIF) value of 5 or above typically indicates such problem. Here all the VIF values for the constructs falls below the threshold values. This indicates there is no problem of collinearity between latent constructs.

(b) The significance and relevance of the structural model relationships

Evaluation of path coefficients and corresponding p-values are a crucial element for understanding the relationships between key constructs in the structural model. Path coefficients help to quantify the strength and significance of the relationships within the key constructs. It is the standard regression coefficients showing the influence of one variable on the other. **P-values** assess the statistical significance of the path coefficients and are used to determine whether the observed relationships reflect true effects in the population. The p-values indicate the reliability of these effects, with lower values suggesting a high level of confidence in the observed relationships.

Table 5.10*Path Coefficients*

Dimensions	Path Co-Efficient - β	P values
Perceived Service Quality -> Relationship Quality	0.934	0.000
Perceived Service Quality -> Event Satisfaction	0.893	0.000
Perceived Service Quality -> Customer Loyalty	0.486	0.000
Relationship Quality -> Customer Loyalty	0.156	0.002
Event Satisfaction -> Customer Loyalty	0.328	0.000

Source: Primary Data

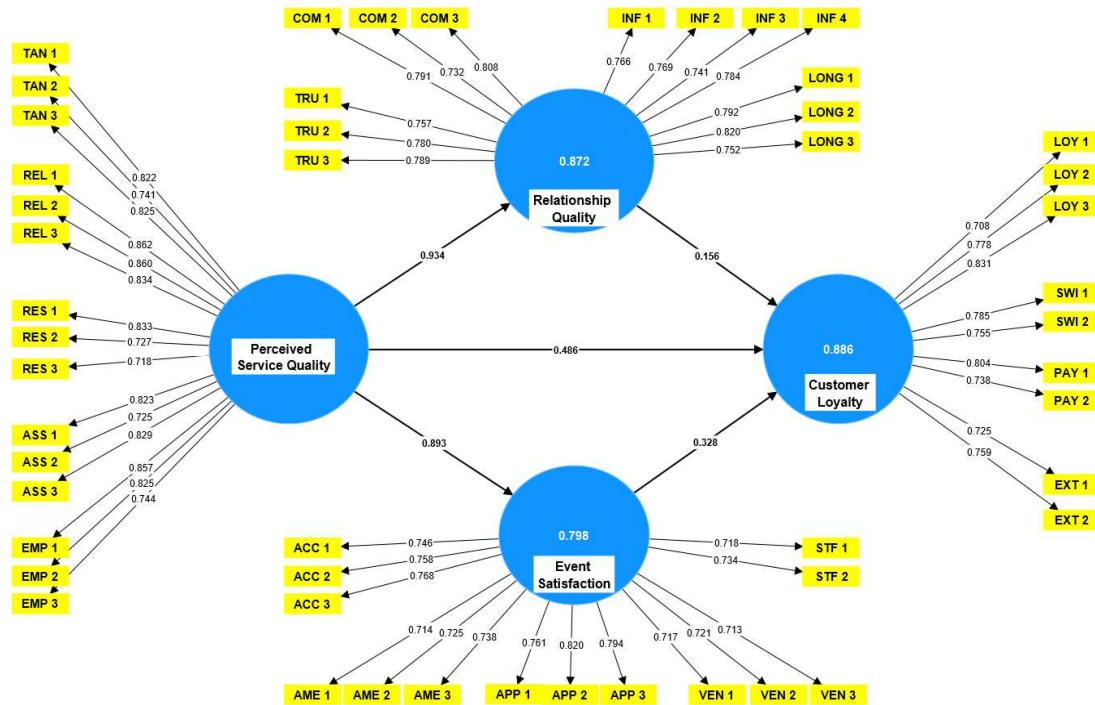
PLS-SEM was used to examine the path coefficients of constructs to find the relationships between them. Smart PLS's PLS algorithm calculation generates path coefficients denoted by arrows. This shows the relationships between the structural model's constructs. The R^2 values of the endogenous constructs are displayed within the circles. These path coefficient values (ranging from +1 to -1) were used to assess the strength of the proposed relationships. Larger absolute values suggest stronger relationships. The sign of the coefficient indicates the direction of the relationship.

It can be seen from the above Table-5.10 that, the path coefficients values of 'Perceived Service Quality -> Relationship Quality', 'Perceived Service Quality -> Event Satisfaction', and 'Perceived Service Quality -> Customer Loyalty' which falls closer to +1 are considered as a strong positive relationship; while 'Event Satisfaction -> Customer Loyalty' and 'Relationship Quality -> Customer Loyalty' which falls between 0.15 to 0.40 are considered as a moderate positive relationship.

Hence, it can be concluded that, Perceived Service Quality -> Relationship Quality and Perceived Service Quality -> Event Satisfaction has the strongest relationship with $\beta = 0.934$ and 0.893 respectively. Perceived Service Quality also significantly influences Customer Loyalty ($\beta = 0.486$, $p = 0.000$) however to a lesser extent when compared to Relationship Quality and Event Satisfaction. Relationship Quality and Event Satisfaction also positively affects Customer Loyalty confirming our various hypotheses about the construct relationships.

Figure 5.1

Path Coefficient and R² using PLS-SEM



From the above figure (Figure 5.1), the results of the PLS Structural Equation Model revealed that ‘Perceived Service Quality’ have the strongest effect on ‘Relationship Quality’ with a maximum value of 0.910 which is followed by a significant effect of ‘Perceived Service Quality’ on ‘Event Satisfaction’ with a value of 0.893. ‘Perceived Service Quality’ also have a moderate effect on ‘Customer Loyalty’ with 0.486. Event Satisfaction’ moderately effect ‘Customer Loyalty’ with a coefficient of 0.328 and ‘Relationship Quality’ has the least effect over ‘Customer Loyalty’ with a path coefficient of 0.156.

It is inferred that *Perceived Service Quality -> Relationship Quality; Perceived Service Quality -> Event Satisfaction; Perceived Service Quality -> Customer Loyalty; Relationship Quality -> Customer Loyalty and Event Satisfaction -> Customer Loyalty* paths are found to be significant with 95% level of significance with a P value of 0.000, 0.000, 0.000, 0.002 and 0.000 respectively. Hence the research hypotheses (**H₅ - H_{5a}, H_{5b}, H_{5c}, H_{5d}, H_{5e}**) are supported.

Figure 5.2

T-Statistics values using PLS-SEM

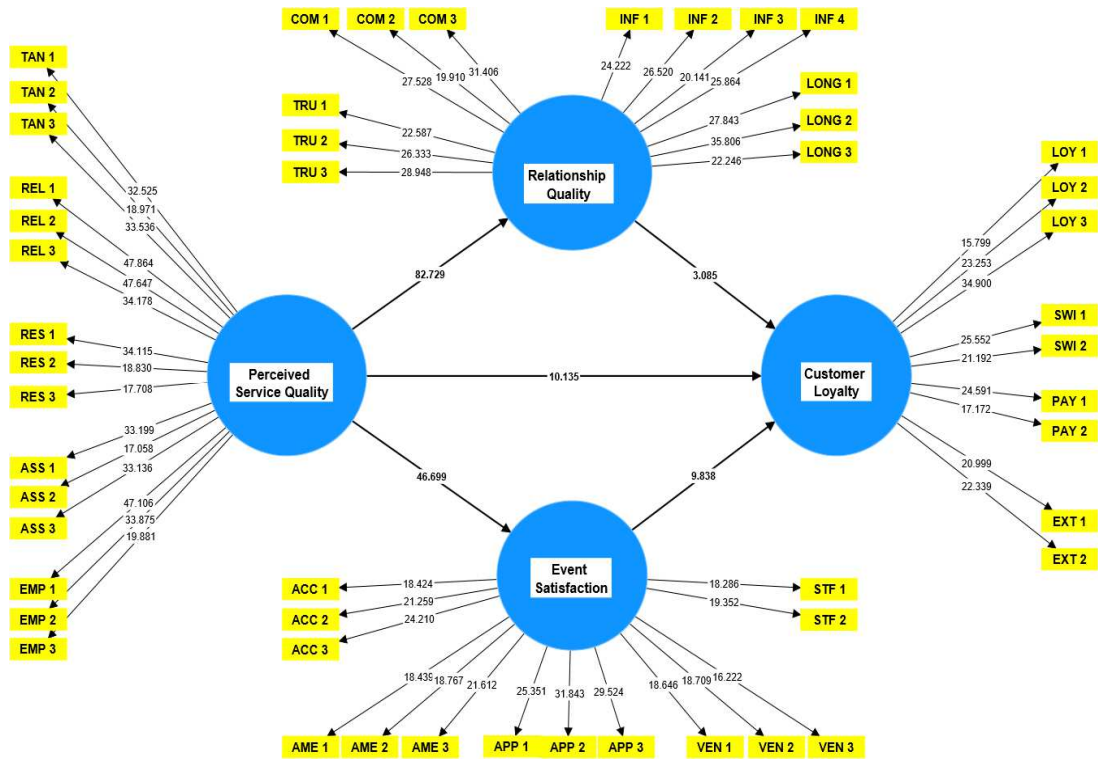


Table 5.11

T-Statistics Values using PLS-SEM

Dimensions	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Status of Hypotheses
Perceived Service Quality -> Relationship Quality	0.486	0.483	0.048	82.729	0.000	Supported
Perceived Service Quality -> Event Satisfaction	0.893	0.891	0.019	46.699	0.000	Supported
Perceived Service Quality -> Customer Loyalty	0.934	0.932	0.011	10.135	0.000	Supported
Relationship Quality -> Customer Loyalty	0.156	0.160	0.051	3.085	0.002	Supported
Event Satisfaction -> Customer Loyalty	0.328	0.327	0.033	9.838	0.000	Supported

Source: Primary Data

A technique known as Bootstrapping was used to proceed with the analysis. The path coefficient values of the Bootstrapping process are used to report significance among the constructs. Table 5.11 and Figure 5.2 indicate the significance of path coefficients for the model in this study based on the bootstrapping report.

The path linking ‘Perceived Service Quality’ to ‘Relationship Quality’ exhibits the highest t value of 82.729, followed by ‘Perceived Service Quality’ to ‘Event Satisfaction’ with the second highest value of 46.699. This is followed by the other paths such as ‘Perceived Service Quality’ to ‘Customer Loyalty’ with 10.135; ‘Event Satisfaction’ to ‘Customer Loyalty’ with 9.838. The least t-value was recorded by the path linking ‘Relationship Quality’ to ‘Customer Loyalty’ with a t-value of 3.085 and was also found to be significant. All the paths were found to be significant and thus supporting Hypotheses (H₅ – H_{5a}, H_{5b}, H_{5c}, H_{5d}, H_{5e}).

Thus, it can be concluded that, ‘Perceived Service Quality’ significantly influences ‘Relationship Quality’; ‘Perceived Service Quality’ significantly influences ‘Event Satisfaction’; ‘Perceived Service Quality’ significantly influences ‘Customer Loyalty’; ‘Relationship Quality’ significantly influences ‘Customer Loyalty’; and ‘Event Satisfaction’ significantly influences ‘Customer Loyalty’, which explained that the overall factors of ‘Customer Loyalty’ towards event management sector are influenced by the ‘Perceived Service Quality’, ‘Relationship Quality’ and ‘Event Satisfaction’ in event management sector; and ‘Relationship Quality’ and ‘Event Satisfaction’ towards event management sector are influenced by the ‘Perceived Service Quality’ in in event management sector in Kerala.

(c) Coefficient of Determination - R²

The coefficient of determination (R²) demonstrates the prediction accuracy of the structural model. It is measured as the squared correlation between the actual and expected values of a given endogenous component. The R² also calculates the sum of the impacts of independent factors on the dependent variable. It represents the amount of variance explained by all of the external factors connected to the endogenous constructs (Hair et al., 2014). The R² number is between 0 and 1. A number around 1 shows great prediction accuracy. The prediction accuracy of the model is substantial,

moderate, or weak, if the R^2 values are 0.75, 0.50, or 0.25 respectively (Henseler et al., 2009).

Table 5.12

R-Square Values

Dimensions	R-square	Adjusted R-square
Customer Loyalty	0.886	0.885
Event Satisfaction	0.798	0.798
Relationship Quality	0.872	0.871

Source: Primary Data

Table-5.12 presents the R-square and Adjusted R-square values for Customer Loyalty, Event Satisfaction, and Relationship Quality. Customer Loyalty predicts the higher accuracy with R-square 0.886, followed by Relationship Quality with 0.872 and Event Satisfaction with 0.798. These high values reveal the effectiveness of the model in explaining the variance in these key constructs. Hence, the model has satisfactory explanatory power.

(d) The effect sizes F^2

F^2 is a measure of effect size. The change in F^2 value when a specific exogenous construct is eliminated from a model is used to examine whether the omitted construct has a substantive effect on the endogenous construct in addition to evaluating the R^2 values of all endogenous constructs. For assessing F^2 values, the value range below 0.15 is considered as small, 0.15 to 0.35 is considered as medium and anything above 0.35 are considered to be in large effects of the exogenous latent variable (Cohen, J., 1988).

Table 5.13

F² Values

Dimensions	Case 1		Case 2	
	Perceived Service Quality	Customer Loyalty	Event Satisfaction	Relationship Quality
Perceived Service Quality		0.228	3.950	6.785
Customer Loyalty				
Event Satisfaction		0.167		
Relationship Quality		0.024		

Source: Primary Data

The data presented in Table 5.13, Case 1, highlights, the relationships between 'Customer Loyalty' as the endogenous variable and 'Perceived Service Quality,' 'Event Satisfaction,' and 'Relationship Quality' as exogenous variables. 'Perceived Service Quality' demonstrates a moderate impact on 'Customer Loyalty,' with an F² value of 0.228. 'Event Satisfaction' exhibits a medium impact on 'Customer Loyalty' with an F² value of 0.167, while 'Relationship Quality' shows a relatively smaller impact with an F² value of 0.024. These findings suggest that 'Perceived Service Quality' and 'Event Satisfaction' contribute moderately to 'Customer Loyalty,' whereas 'Relationship Quality' has a comparatively weaker influence on it.

Case 2, highlights the relationships between 'Event Satisfaction' and 'Relationship Quality' as an Endogenous Variable and 'Perceived Service Quality' as Exogenous Variables. 'Perceived Service Quality' have a substantial impact on 'Event Satisfaction' with an F² value of 3.950, indicating a large influence. Similarly, 'Perceived Service Quality' also exhibits a significant impact on 'Relationship Quality' with an F² value of 6.785. Thus, we can conclude that 'Perceived Service Quality' has a considerable impact on both 'Event Satisfaction' and 'Relationship Quality' within the model.

(e) Predictive Relevance Q²

The Q-Square (Q²) was originally developed by Geisser (1974) and Stone (1974). This is known as Stone-Geisser's predictive relevance. It is significant because it

analyzes and evaluates whether the data points of indicators in any endogenous construct's reflective measurement model are appropriately predicted. This can be accomplished by employing Smart PLS's blindfolding process.

Table 5.14

Predictive Relevance – Q²

Dimensions	SSO	SSE	Q ² (=1-SSE/SSO)
Relationship Quality	3412	885.632	0.740
Event Satisfaction	4316	2262.266	0.475
Customer Loyalty	11240	4854.885	0.568

Source: Primary Data

The Q² values larger than zero for a certain reflective endogenous latent variable indicates the path model's predictive relevance for the construct is Good. It can be seen from the above Table-5.14 that, running the blindfolding procedure with omission Distance (D) value =7, the Q² values of 0.740, 0.475 and 0.568 for Relationship Quality, Event Satisfaction and Customer Loyalty respectively, which is found to be greater than zero. This indicates our path model's predictive relevance is high. It is confirmed that the predictive relevance of the path model of the endogenous construct is valid.

(h) Model Fit indices.

The PLS-SEM has certain model fit indices which were recently been used to check the Goodness of fit of any research model ran through its package.

- i. HTMT
- ii. SRMR
- iii. RMSttheta

i. HTMT – Heterotrait-Monotrait Ratio of Correlation

The HTMT ratio, which stands for Heterotrait Monotrait ratio, is another important test for determining discriminant validity and to check whether the constructs in the model are truly distinct from each other. To measure discriminant validity, the HTMT

criterion is recommended. Discriminant validity between two constructs has been proven if the HTMT value is less than 0.90. It has been demonstrated to be more accurate than the Fornell-Larcker criterion and (partial) cross-loadings in determining discriminant validity.

Table 5.15

HTMT values for Discriminant Validity

Dimensions	Customer Loyalty	Event Satisfaction	Perceived Service Quality	Relationship Quality
Customer Loyalty				
Event Satisfaction	0.814			
Perceived Service Quality	0.844	0.720		
Relationship Quality	0.728	0.764	0.829	

Source: Primary Data

It can be seen from the above Table-5.15 that, the HTMT values for the path between Perceived Service Quality and Relationship Quality is 0.829; Perceived Service Quality and Event Satisfaction is 0.720; Perceived Service Quality and Customer Loyalty is 0.844; Relationship Quality and Event Satisfaction is 0.764; Relationship Quality and Customer Loyalty is 0.728; and Event Satisfaction and Customer Loyalty is 0.814. Hence, the discriminant validity between all the constructs has been established. As all the value are less than the threshold limit of 0.9, the constructs are sufficiently distinct from each other.

ii. SRMR - Standardized Root Mean Square Residual

An enchanting goodness-of-fit statistic for model evaluation could be the Standardized Root Mean Square Residual (SRMR) as defined by Henseler et al., (2014). SRMR is a measure of the discrepancy between the observed correlations and the correlations implied by the model. It provides an overall measure of model fit, with lower values indicating better fit. SRMR values less than 0.08 are generally considered indicative of good model fit.

Table 5.16*Standardized Root Mean Square Residual (SRMR) Fit Indices*

	SRMR Value
Saturated model	0.079
Estimated model	0.080

Source: Primary Data

It can be seen from the above Table-5.16 that, the SRMR value was found to be 0.079 for saturated model and 0.080 for estimated model in this research. Thus, it satisfies the condition and thereby reflects a Goodness of Fit for the model. SRMR should be closer to 0 then it shows model prediction match data perfectly. As the SRMR value for the saturated model and estimated model falls within the acceptable range, it reveals that the estimated model adequately represents the relationships among the variables in the dataset.

iii. RMStheta - Root Mean Square Error Correlation

RMStheta is calculated as the Root Mean Squared Residual covariance matrix of the outer model residuals. This fit index is only used to assess reflective models purely since outer model residuals of the formative measurement models are meaningless. The RMStheta values below 0.12 means a well-fit model, whereas higher values infer lack of fit.

Table 5.17*RMStheta*

RMS_{theta}	0.115
----------------------------	-------

Source: Primary Data

It can be seen from the above Table-5.17 that, the RMS_{theta} is found to be 0.115 in this research model, which is below 0.12. This infers the model is with Good Fit index.

Table 5.18

Status of the Research Hypothesis for PLS-SEM

Objective 2	Status of the Research Hypothesis
To examine the effect of Perceived Service Quality, Relationship Quality and Event Satisfaction on Customer Loyalty in the Event Management Sector	
H₅ Perceived Service Quality, Relationship Quality, Event Satisfaction significantly influences Customer Loyalty	
<i>H_{5a} Perceived Service Quality significantly influences Customer Loyalty</i>	Supported
<i>H_{5b} Perceived Service Quality significantly influences Relationship Quality</i>	Supported
<i>H_{5c} Perceived Service Quality significantly influences Event Satisfaction</i>	Supported
<i>H_{5d} Relationship Quality significantly influences Customer Loyalty</i>	Supported
<i>H_{5e} Event Satisfaction significantly influences Customer Loyalty</i>	Supported

Source: Prepared by the Researcher

5.5 Mediating role of Relationship Quality and Event Satisfaction over Perceived Service Quality and Customer Loyalty in the Event Management Sector

Mediation refers to the existence of a mediating variable that transmits the effect of an antecedent variable to an outcome (Aguinis, Edwards, & Bradley, 2017). A mediating effect happens with the presence of a third variable between the Exogenous and Endogenous variables. Mediation theory, therefore, emphasizes "how, or through what mechanisms, an independent variable impacts a dependent variable via one or more potential mediating factors" (Preacher & Hayes, 2008). In our research model, two mediators 'Relationship Quality' and 'Event Satisfaction' are introduced to study the mediation effect of them in between the Exogenous and Endogenous variables 'Perceived Service Quality' and 'Customer Loyalty' respectively.

5.5.1 Setting up of Hypothesis for Research Model

Research model proposes ($H_6 - H_{6a}, H_{6b}$) hypotheses for testing the constructs. Hypothesis H_{6a} and H_{6b} are used to test the mediation effect of Relationship Quality and Event Satisfaction over Perceived Service Quality and Customer Loyalty through specific indirect effects. The hypotheses are as shown in and Mediation analysis is undertaken for testing the veracity of the hypothesis given in Table-5.19.

Table 5.19

Formulation of Research Hypothesis for PLS-SEM (Mediating Factors)

Objective 3

To study the mediating impact of Relationship Quality and Event Satisfaction over Perceived Service Quality and Customer Loyalty in the Event Management Sector

H_6 Relationship Quality and Event Satisfaction significantly mediates the relationship between Perceived Service Quality and Customer Loyalty

H_{6a} Relationship Quality significantly mediates the relationship between Perceived Service Quality and Customer Loyalty

H_{6b} Event Satisfaction significantly mediates the relationship between Perceived Service Quality and Customer Loyalty.

Source: Prepared by the Researcher

Two specific questions were addressed here;

- (1) How effective is Relationship Quality in mediating the relationship between Perceived Service Quality and Customer Loyalty and to what extent does Relationship Quality mediate the relationship between Perceived Service Quality and Customer Loyalty.
- (2) How effective is Event Satisfaction in mediating the relationship between Perceived Service Quality and Customer Loyalty and to what extent does Event Satisfaction mediate the relationship between Perceived Service Quality and Customer Loyalty.

5.5.2 Evaluating Mediation Effects of Constructs

Table 5.20

Magnitude of Mediation

Research Hypotheses	Dimension	Path Co-Efficient - β	T statistics (O/STDEV)	P values	Status of Hypotheses
Direct Path					
H_{5a}	Perceived Service Quality -> Customer Loyalty	0.486	10.135	0.000	Supported
H_{5b}	Perceived Service Quality -> Relationship Quality	0.934	82.729	0.000	Supported
H_{5c}	Perceived Service Quality -> Event Satisfaction	0.893	46.699	0.000	Supported
H_{5d}	Relationship Quality -> Customer Loyalty	0.156	3.085	0.002	Supported
H_{5e}	Event Satisfaction -> Customer Loyalty	0.328	9.838	0.000	Supported
Specific Indirect Path					
H_{6a}	Perceived Service Quality -> Relationship Quality -> Customer Loyalty	0.146	3.104	0.002	Supported
H_{6b}	Perceived Service Quality -> Event Satisfaction -> Customer Loyalty	0.293	9.023	0.000	Supported

Source: Primary Data

Mediation Effect M1: Mediation Effect of Relationship Quality between Perceived Service Quality and Customer Loyalty

The mediation effect is studied between the Exogenous variable ‘Perceived Service Quality’ and Endogenous variable ‘Customer Loyalty’ by the mediating variable ‘Relationship Quality’. Therefore, the specific indirect effect is measured from the

structural model and found to be with a β value of 0.146, t value of 3.104 and p value of 0.002, which is significant. Hence, ‘Relationship Quality’ significantly mediates the relationship between ‘Perceived Service Quality’ and ‘Customer Loyalty’ and research hypothesis **H_{6a}** is supported.

Mediation Effect M2: Mediation Effect of Event Satisfaction between Perceived Service Quality and Customer Loyalty

The mediation effect is studied between the Exogenous variable ‘Perceived Service Quality’ and Endogenous variable ‘Customer Loyalty’ by the mediating variable ‘Event Satisfaction’. Therefore, the specific indirect effect is measured from the structural model and found to be with a β value of 0.293, t value of 9.023 and p value of 0.000, which is significant. Hence, ‘Event Satisfaction’ significantly mediates the relationship between ‘Perceived Service Quality’ and ‘Customer Loyalty’ and research hypothesis **H_{6b}** is supported.

Hence, the researcher concluded that, the overall factors of Perceived Service Quality and Customer Loyalty towards event management sector are mediated by the Relationship Quality and Event Satisfaction in Event Management Sector in Kerala.

Table 5.21

Status of Research Hypothesis for PLS-SEM (Mediating Factors)

Objective 3		Status of Research Hypotheses
To study the mediating impact of Relationship Quality and Event Satisfaction over Perceived Service Quality and Customer Loyalty in the Event Management Sector		
H₆	Relationship Quality and Event Satisfaction significantly mediates the relationship between Perceived Service Quality and Customer Loyalty	
<i>H_{6a}</i>	<i>Relationship Quality significantly mediates the relationship between Perceived Service Quality and Customer Loyalty</i>	Supported
<i>H_{6b}</i>	<i>Event Satisfaction significantly mediates the relationship between Perceived Service Quality and Customer Loyalty.</i>	Supported

Source: Prepared by the Researcher

5.6 Evaluation of Sub Model 1-Perceived Service Quality to Relationship Quality

A sincere attempt was made to study the in-depth effect of Perceived Service Quality on Relationship Quality, by analyzing the inner dimensions of Perceived Service Quality. The Perceived Service Quality has 5 dimensions such as ‘Tangibility, Reliability, Responsiveness, Assurance and Empathy’. Since this is the sub dimensions of the main construct to the main model, it is meaningless to validate the validity and reliability conditions of the sub models.

Based on that, sub model hypotheses were framed to examine the impact of all 5 dimensions of Perceived Service Quality as Exogenous variables and Relationship Quality as Endogenous variables. PLS-SEM was applied to analyze the Path Coefficient β , R^2 values and t statistics values.

Table 5.22

Formulation of Hypotheses for Sub Model 1

H_{Sub Model 1}	Perceived Service Quality (Tangibility, Reliability, Responsiveness, Assurance and Empathy) has a significant influence on Relationship Quality
H_{Sub Model 1a}	Tangibility has a significant influence on Relationship Quality
H_{Sub Model 1b}	Reliability has a significant influence on Relationship Quality
H_{Sub Model 1c}	Responsiveness has a significant influence on Relationship Quality
H_{Sub Model 1d}	Assurance has a significant influence on Relationship Quality
H_{Sub Model 1e}	Empathy has a significant influence on Relationship Quality

Source: Prepared by the Researcher

Figure 5.3

Path Coefficient and R² of Sub Model 1 using PLS-SEM

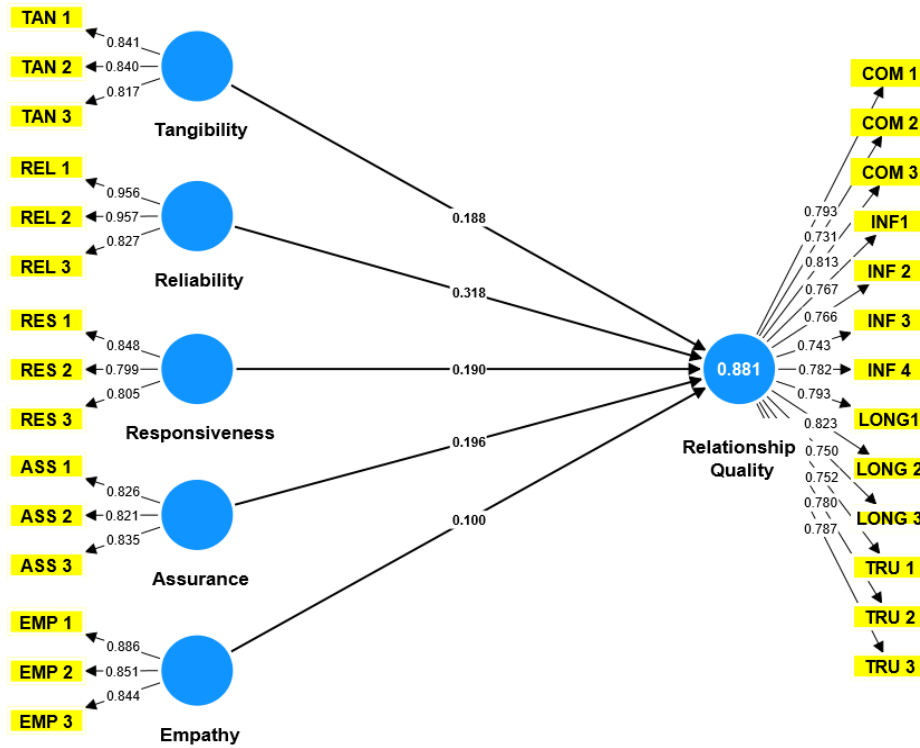


Figure 5.4

T-statistics value of Sub Model 1 using PLS-SEM

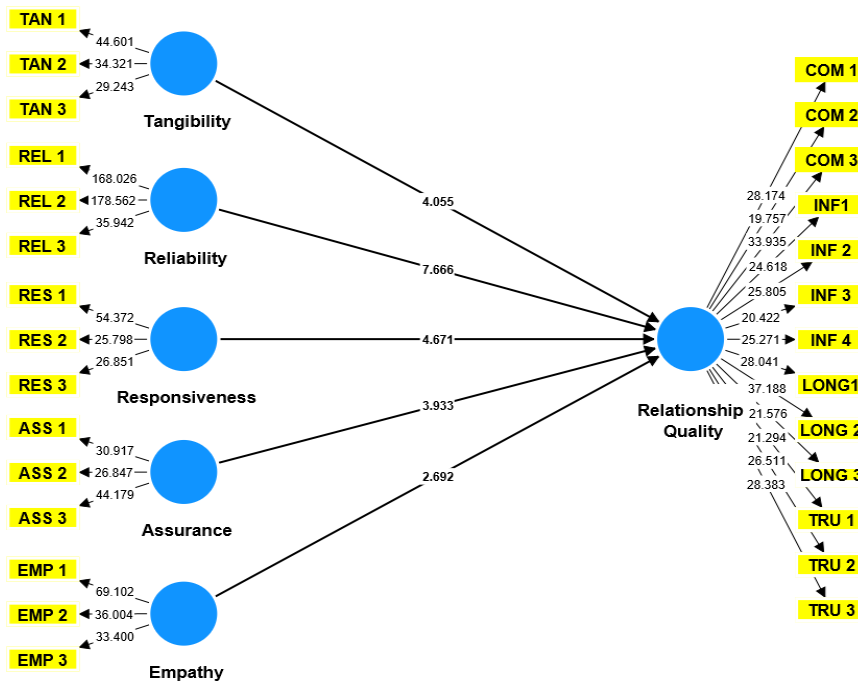


Table 5.23

T-Statistics Values for Sub Model 1

Research Hypotheses	Dimension	Original sample (O) β	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Status of Hypotheses
H _{Sub Model 1a}	Tangibility -> Relationship Quality	0.188	0.186	0.046	4.055	0.000	Supported
H _{Sub Model 1b}	Reliability -> Relationship Quality	0.318	0.317	0.041	7.666	0.000	Supported
H _{Sub Model 1c}	Responsiveness -> Relationship Quality	0.190	0.191	0.041	4.671	0.000	Supported
H _{Sub Model 1d}	Assurance -> Relationship Quality	0.196	0.197	0.050	3.933	0.000	Supported
H _{Sub Model 1e}	Empathy -> Relationship Quality	0.100	0.101	0.037	2.692	0.007	Supported

Source: Primary Data

Based on the results from PLS-SEM (Table 6.5; Figure 6.2 & 6.3), all the dimensions of Service Quality have a significant positive impact on Relationship Quality. Reliability has the strongest effect ($\beta = 0.318$, $T = 7.666$, $p = 0.000$), suggesting that a consistent and dependable service significantly improves relationship quality. Responsiveness ($\beta = 0.190$, $T = 4.671$, $p = 0.000$) and Tangibility ($\beta = 0.188$, $T = 4.055$, $p = 0.000$) also indicate a strong positive impact on Relationship Quality, pointing out the importance of delivering prompt service and the role of physical aspects of service delivery on enhancing responsibility. Assurance ($\beta = 0.196$, $T = 3.933$, $p = 0.000$) reflects the importance of customer confidence and trust, while Empathy ($\beta = 0.100$, $T = 2.692$, $p = 0.007$) has the lowest but still significant impact. It is also evident that all five constructs of Perceived Service Quality such as ‘Tangibility, Reliability, Responsiveness, Assurance and Empathy’ together put a R^2 value of 0.881 (Figure 6.1). This indicates that these factors explain a substantial portion of the variance in Relationship Quality.

Thus, it is inferred that ‘Tangibility -> Relationship Quality’, ‘Reliability -> Relationship Quality’, ‘Responsiveness -> Relationship Quality’, ‘Assurance -> Relationship Quality’, and ‘Empathy -> Relationship Quality’ paths are found to be significant with 95% level of significance with a P value of 0.000, 0.000, 0.000, 0.000 and 0.007 respectively. Among these dimensions, Reliability shows the strongest influence, while Empathy has the weakest but still significant effect. Hence the research hypotheses ‘**H_{Sub Model 1a}**, **H_{Sub Model 1b}**, **H_{Sub Model 1c}**, **H_{Sub Model 1d}**, **H_{Sub Model 1e}** are supported.

5.7 Evaluation of Sub Model 2- Perceived Service Quality to Event Satisfaction

A comprehensive effort was taken to deeply study the effect of Perceived Service Quality on Event Satisfaction, with a focus on analyzing the individual dimensions that comprise Perceived Service Quality. This approach is undertaken to provide a detailed understanding of how each dimension of Perceived Service Quality contributes to overall event satisfaction. The Perceived Service Quality has 5 dimensions such as ‘Tangibility, Reliability, Responsiveness, Assurance and Empathy’. Since this is the sub dimensions of the main construct to the main model, it is meaningless to validate the validity and reliability conditions of the sub models.

Based on that, Hypothesis were framed to examine the impact of all 5 dimensions of Perceived Service Quality as Exogenous variables and Event Satisfaction as Endogenous variables. PLS-SEM was applied to analyze the Path Coefficient β , R^2 values and t statistics values.

Table 5.24

Formulation of Hypotheses for Sub Model 2

H_{Sub Model 2}	Perceived Service Quality (Tangibility, Reliability, Responsiveness, Assurance and Empathy) has a significant influence on Event Satisfaction
H_{Sub Model 2a}	Tangibility has a significant influence on Event Satisfaction
H_{Sub Model 2b}	Reliability has a significant influence on Event Satisfaction

H_{Sub Model 2c}	Responsiveness has a significant influence on Event Satisfaction
H_{Sub Model 2d}	Assurance has a significant influence on Event Satisfaction
H_{Sub Model 2e}	Empathy has a significant influence on Event Satisfaction

Source: Prepared by the Researcher

Figure 5.5

Path Coefficient and R² of Sub Model 2 using PLS-SEM

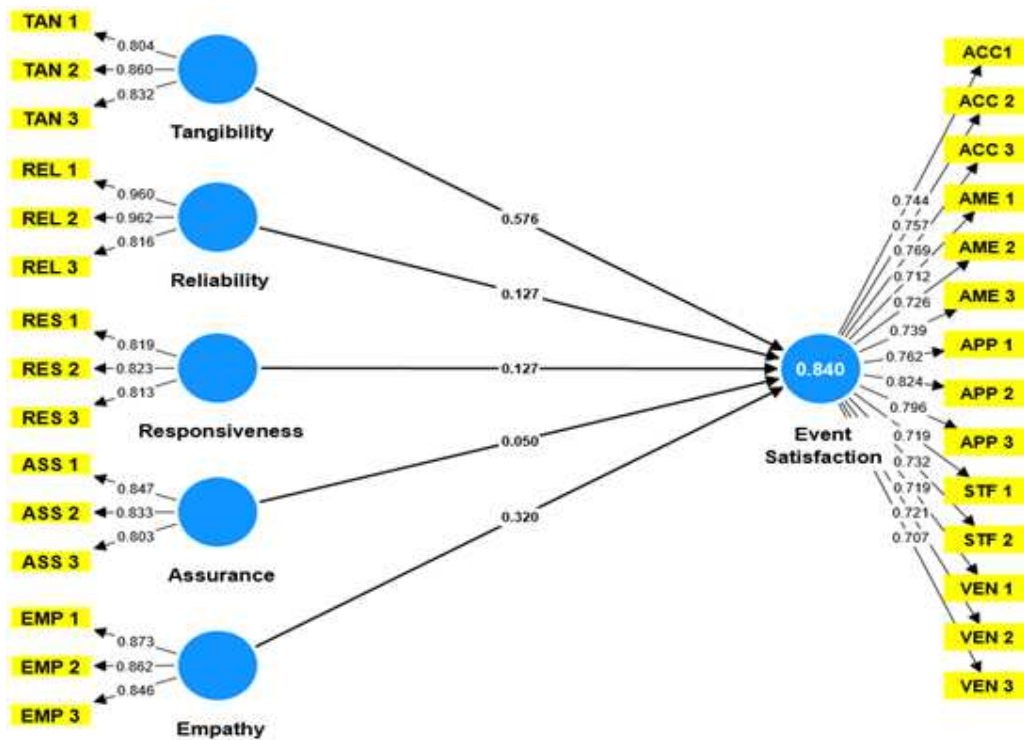


Figure 5.6

T-statistics value of Sub Model 2 using PLS-SEM

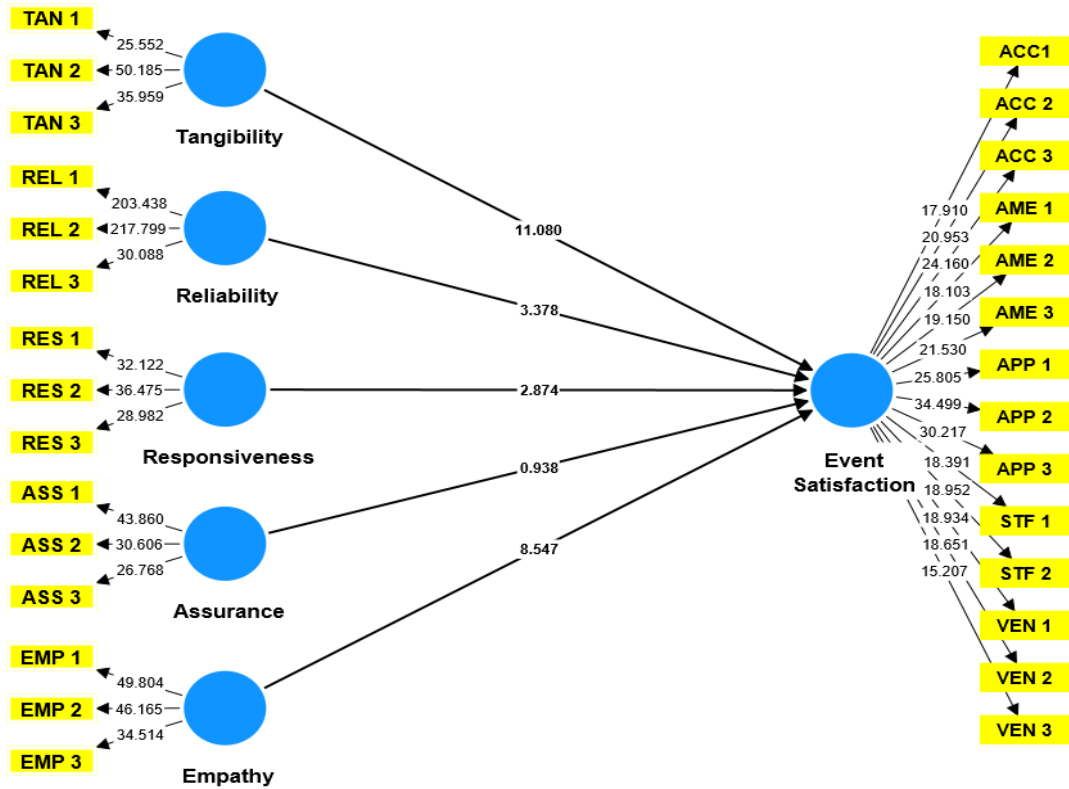


Table 5.25*T-Statistics Values for Sub model 2*

Research Hypotheses	Dimension	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values	Status of Hypotheses
H_{Sub Model 2a}	Tangibility -> Event Satisfaction	0.576	0.577	0.052	11.080	0.000	Supported
H_{Sub Model 2b}	Reliability -> Event Satisfaction	0.127	0.127	0.038	3.378	0.001	Supported
H_{Sub Model 2c}	Responsiveness -> Event Satisfaction	0.127	0.126	0.044	2.874	0.004	Supported
H_{Sub Model 2d}	Assurance -> Event Satisfaction	0.050	0.050	0.054	0.938	0.348	Not Supported
H_{Sub Model 2e}	Empathy -> Event Satisfaction	0.320	0.319	0.037	8.547	0.000	Supported

Source: Primary Data

Based on the results from PLS-SEM, Tangibility has the strongest positive impact on Event Satisfaction with a β value of 0.576, t value of 11.080, and p value of 0.000 indicating that the physical aspects of an event, such as venue setup and ambiance, significantly enhance satisfaction. Empathy factor also shows a significant effect on Event Satisfaction with a β value of 0.320, t value of 8.547 and p value of 0.000 suggesting that personalized attention and understanding customer needs plays an important role in enhancing a positive event experience.

Reliability shows a β value of 0.127, indicating a significant influence on Event Satisfaction. With a T-statistic of 3.378 and a P-value of 0.001, this relationship is statistically significant. Thus, the hypothesis is supported. Responsiveness has a moderate positive impact on Event Satisfaction with a β value of 0.127, t value of 2.874, and p value of 0.004 reflecting that timely assistance and quick problem resolution enhance event satisfaction. However, Assurance with a β coefficient of 0.050 suggests a weak positive relationship. As the T-statistic is 0.938, and the P-value is 0.348 ($p > 0.05$), there is no statistical significance, implying that factors like staff confidence and perceived security do not substantially influence overall event satisfaction.

Thus, it is inferred that 'Tangibility -> Event Satisfaction', 'Reliability -> Event Satisfaction', 'Responsiveness -> Event Satisfaction' and 'Empathy -> Event Satisfaction' paths are found to be significant with 95% level of significance with a P value of 0.000, 0.001, 0.004 and 0.000 respectively. Four out of the five dimensions of Perceived Service Quality (Tangibility, Reliability, Responsiveness, and Empathy) have a significant influence on Event Satisfaction. Hence the research hypotheses '**H_{Sub Model 2a}**, '**H_{Sub Model 2b}**, '**H_{Sub Model 2c}**, '**H_{Sub Model 2e}** are supported. Here, 'Assurance -> Event Satisfaction' paths are found to be insignificant with 95% level of significance with a P value of 0.348. Hence the research hypotheses '**H_{Sub Model 2d}** is not supported.

5.8 Evaluation of Sub Model 3 – Perceived Service Quality to Customer Loyalty

A thorough in-depth study was undertaken to understand the effect of Perceived Service Quality on Customer Loyalty, by analyzing the inner dimensions of Perceived Service Quality. Based on that, Hypothesis were framed to examine the impact of all 5 dimensions of Perceived Service Quality as Exogenous variables and Customer Loyalty as Endogenous variables. PLS-SEM was applied to analyze the Path Coefficient β , R^2 values and t statistics values.

Table 5.26

Formulation of Hypotheses for Sub Model 3

H_{Sub Model 3}	Perceived Service Quality (Tangibility, Reliability, Responsiveness, Assurance and Empathy) has a significant influence on Customer Loyalty
H_{Sub Model 3a}	Tangibility has a significant influence on Customer Loyalty
H_{Sub Model 3b}	Reliability has a significant influence on Customer Loyalty
H_{Sub Model 3c}	Responsiveness has a significant influence on Customer Loyalty
H_{Sub Model 3d}	Assurance has a significant influence on Customer Loyalty
H_{Sub Model 3e}	Empathy has a significant influence on Customer Loyalty

Source: Prepared by the Researcher

Figure 5.7

Path Coefficient and R² of Sub Model 3 using PLS-SEM

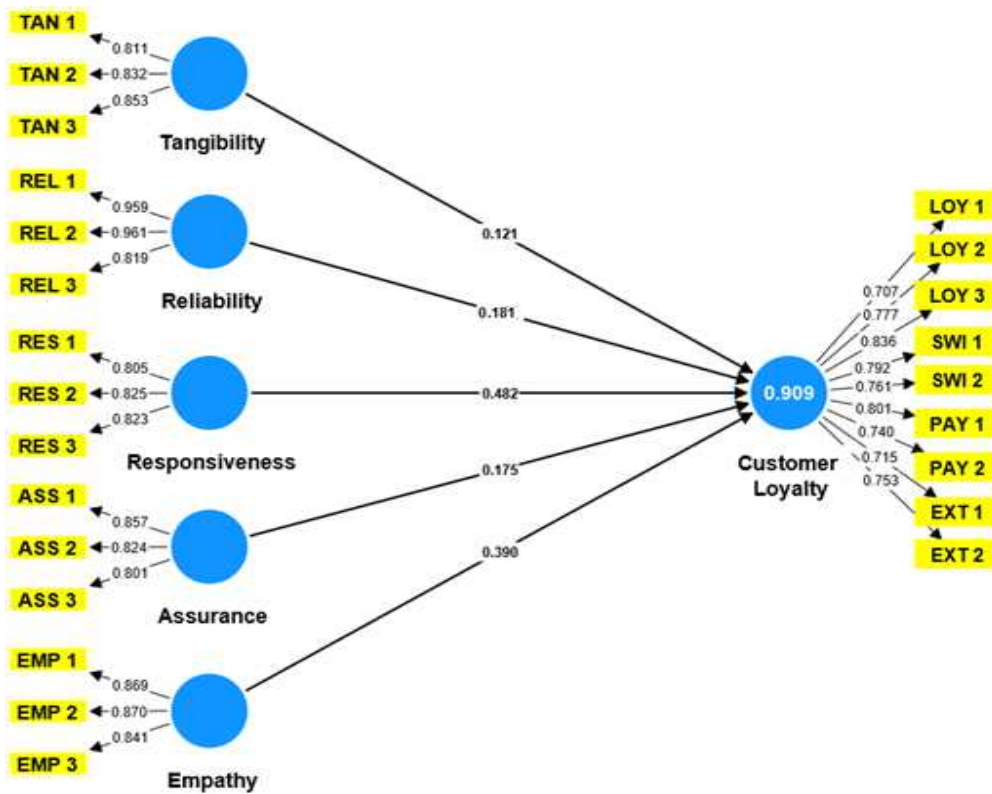


Figure 5.8

T-statistics value of Sub Model 3 using PLS-SEM

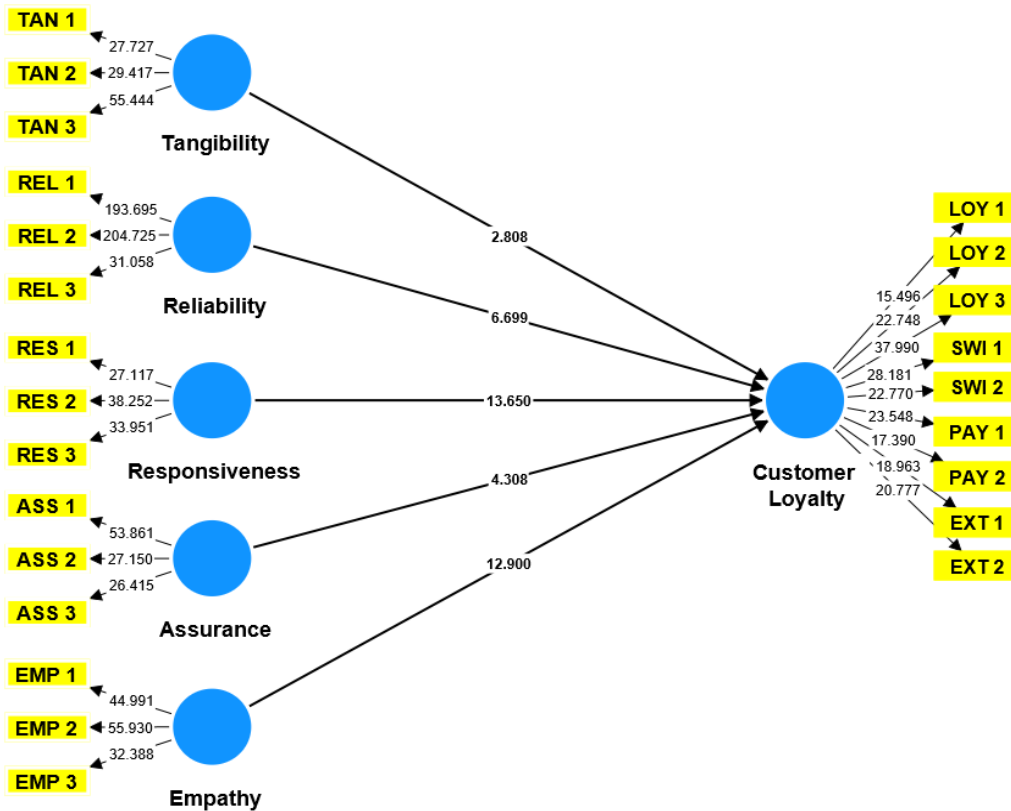


Table 5.27*T-Statistics Values for Sub model 3*

	Dimension	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values	Status of Hypotheses
H_{Sub Model 3a}	Tangibility -> Customer Loyalty	0.121	0.120	0.043	2.808	0.005	Supported
H_{Sub Model 3b}	Reliability -> Customer Loyalty	0.181	0.182	0.027	6.699	0.000	Supported
H_{Sub Model 3c}	Responsiveness -> Customer Loyalty	0.482	0.483	0.035	13.650	0.000	Supported
H_{Sub Model 3d}	Assurance -> Customer Loyalty	0.175	0.174	0.041	4.308	0.000	Supported
H_{Sub Model 3e}	Empathy -> Customer Loyalty	0.390	0.391	0.030	12.900	0.000	Supported

Source: Primary Data

The Table 5.27, Figure 5.7 and 5.8 shows the results from PLS-SEM which examines the influence of different dimensions of Perceived Service Quality (Tangibility, Reliability, Responsiveness, Assurance, and Empathy) on Customer Loyalty. Tangibility has a significant effect on Customer Loyalty with a β value of 0.121, t value of 2.808, and p value of 0.005; Reliability also indicates a significant effect on Customer Loyalty with a β value of 0.181, t value of 6.699 and p value of 0.000.

Responsiveness has a strong and positive influence on Customer Loyalty, as indicated by a β coefficient of 0.482. This substantial value reflects the significant role that responsiveness has in fostering loyalty by providing up to date services and ability to quickly address customer needs. The statistical analysis further supports this finding, with a T-statistic of 13.650 and a P-value of 0.000, confirming that the result is highly significant.

Assurance has a significant and positive effect on Customer Loyalty with a β value of 0.175, t value of 4.308 and p value of 0.000. This suggests that higher levels of assurance reflecting the competence and confidence instilled by service providers contribute to greater customer loyalty. Empathy also has a significant effect on Customer Loyalty with a β value of 0.390, t value of 12.900 and p value of 0.000. The empathetic nature of the service providers in providing personalized attention and care significantly helps in fostering customer loyalty. It is evident that all five constructs of Perceived Service Quality such as 'Tangibility, Reliability, Responsiveness, Assurance and Empathy' together put a R^2 value of 0.909 (Figure 6.5).

It is inferred that 'Tangibility -> Customer Loyalty', 'Reliability -> Customer Loyalty', 'Responsiveness -> Customer Loyalty', 'Empathy -> Customer Loyalty' and 'Assurance -> Customer Loyalty' paths are found to be significant with 95% level of significance with a P value of 0.005, 0.000, 0.000, 0.000 and 0.000 respectively. Hence the research hypotheses '**H_{Sub Model 3a}**, **H_{Sub Model 3b}**, **H_{Sub Model 3c}**, **H_{Sub Model 3d}**, **H_{Sub Model 3e}**' are supported.

Thus, it can be concluded that, Responsiveness is the most influential dimension shedding light on the importance of promptly addressing customer needs and pro-

active problem solving. Following closely is Empathy which have a significant positive impact on customer loyalty indicating the value of personalized attention and care. Assurance also plays a positive role pointing out the importance of confidence and trust that customers feel during and after the event, while Tangibility shows a more modest effect, suggesting that physical aspects of service have a lesser impact.

5.9 Conclusion

In this chapter, the measurement model for Key Dimensions of Customer Relationship Management in the Event Management Sector is tested. Reliability and Validity are tested in order to evaluate the quality of research. In doing so, model 's overall consistency and accuracy are measured. Results of structural equation model are thus tested and reported. From the result of the analysis, it is found that Perceived Service Quality significantly influences Customer Loyalty, Relationship Quality and Event Satisfaction. Relationship quality and Event satisfaction also influences the Customer loyalty in the event management sector in Kerala. The mediating role of Relationship Quality and Event Satisfaction between the Perceived Service quality and Customer Loyalty of Event Management sector was analyzed. The sub models of Perceived Service Quality were also analysed in this chapter. Results of each test are specified and veracity of hypotheses for Key Dimensions of Customer Relationship Management in the Event Management Sector is thus tested and reported in this chapter.

Chapter 6

ANALYSIS OF CUSTOMER PERCEPTIONS OF RETENTION STRATEGIES

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6.1 Introduction

This chapter deals with the analysis of customers' responses towards the effectiveness of retention strategies adopted by event management companies for retaining their customers. The study has identified eight retention strategies adopted by event management sector in Kerala based on customer viewpoint. Descriptive statistics and ANOVA have been used for arriving at a meaningful conclusion about the effectiveness of those strategies in motivating customers for future deals. A five-point Likert scale is used for collecting and evaluating the response.

6.2 Effectiveness of Retention Strategies

The Retention Strategies in Event Management Sector are crucial for ensuring customer relationships and building a loyal customer base. The cost of acquiring new customers is comparatively higher than retaining the customers (Mandina and Karisambudzi, 2016). With this view in mind, the event management companies are investing their time and money in implementing certain retention strategies.

The customers approach the event companies repeatedly on the basis of the quality of service provided and the event satisfaction derived. The repeat business from satisfied customers helps in reducing the need for costly marketing techniques for acquiring new customers (Peng et al., 2013). The Event Management Sector thus have to design their retention strategies in an innovative and proactive manner to maintain and build a long-term relationship with the customers to foster trust and loyalty. This will ensure a continuous collaboration, repeat business and mutual growth opportunities to both parties. The Event Management Sector in Kerala actively employs numerous retention strategies as part of their efforts to retain customers. The study has identified eight retention strategies commonly adopted by the Event Management Sector in Kerala.

6.3 Customer Perception of the Effectiveness of Customer Retention Strategies

The table 6.1 shows the customers perception on the effectiveness of retention strategies implemented by the Event Management Sector. The effectiveness was measured on a five-point Likert scale from “Highly Effective” to “Highly Ineffective”. The descriptive statistics like mean and standard deviation are used for understanding the responses of the customers towards the effectiveness of retention strategies.

Table 6.1

Customer Perception about Customer Retention Strategies

Variable Name	Item	Mean	SD
CRS 1	Personalized discounts or special rates given by the event team.	4.39	0.616
CRS 2	Complementary programs or add-ons provided to enhance overall experience and increase loyalty.	4.41	0.658
CRS 3	Open discussion and negotiation before setting customized packages.	4.15	0.653
CRS 4	Compensation or refunds for unmet expectations.	4.20	0.730
CRS 5	Appreciation Gifts or incentives to encourage loyalty.	4.36	0.764
CRS 6	Regular communication about services and offers.	4.13	0.669
CRS 7	Responsiveness in addressing grievances or complaints and resolving them in a timely and satisfactory manner.	4.25	0.719
CRS 8	Customer engagement activities such as sending greeting cards, emails, or special rate packages on special occasions or anniversaries.	4.38	0.753

Source: Primary Data

The eight retention strategies included in the study for measuring the customers’ responses towards the effectiveness of retention strategies adopted by event management companies are personalised discount and special rates, complementary programs and addons, customised packages, compensations and refunds, gifts and

incentives, regular communication, grievance redressals and customer engagement programs.

From the table 6.1, it is observed that the most impactful retention strategies are the complimentary programs and add-ons offered by the event management companies to the customers, with a mean of 4.41 and a standard deviation of 0.65. Referral rewards are the most commonly implemented complimentary programs given to customers. The customers who refer friends or families to the event companies' services receives the referral rewards which includes discounts on future events, complementary upgrades and vendor discounts. Loyalty points are also earned by repeated customers which can be redeemed for discounts on future events. 94.4% of the respondents opined that this retention strategy is effective.

The personalised discounts or special rates to repeat customers is a common retention strategy adopted by majority of the event firms and companies. This includes variety of offerings such as anniversary discounts, flexible payment options, loyalty discounts, exclusive deals to access limited time offers and seasonal promotions to book their events during slower periods for special discounts. The descriptive statistics depicts that the strategy is highly effective with a mean of 4.39 and a standard deviation of 0.616. 44.9% of the respondents indicated that this strategy is effective.

Customer engagement programs like sending greeting cards, emails, special rate packages on special occasions or anniversaries are strategies employed by event management companies to maintain the relationship quality with the customers. This strategy is used for building long term relationships and to maintain a place in the mind of their customers. Based on the customers' feedback, this strategy proves effective in sustaining their interest in the services moving forward, with a mean satisfaction score (\bar{x}) of 4.38 and a standard deviation (σ) of 0.753.

The event companies offer gifts or other incentives as tokens of appreciation to encourage the customers to continue using their services. The gift includes personalized tour packages, complimentary photo frames and calendars, dinner vouchers for luxurious restaurants, customized merchandise, VIP event access and more. These practices delight the customers and encourage them to choose the

organization once more. The study reveals that it is an effective strategy to retain the customers and build a loyal customer base ($\bar{x} = 4.36$ and $\sigma = 0.764$).

From the table 6.1, it is observed that time bound responsiveness in addressing any grievances or complaints is the best way to regain the dissatisfied customers. Providing a 24-hour support desk is another brilliant move made by event management businesses to meet client needs. Addressing grievances promptly is considered as the fifth effective strategy out of the eight strategies with a mean of 4.25 and a standard deviation of 0.719. This demonstrates that the customers concerns are taken seriously leading to satisfied customers. Resolution of issues promptly also helps in fostering trust and loyalty among customers.

The compensation or refunds are offered when the services fail to meet the customer expectations or when issues arise during the event. In order to address customer dissatisfaction, it is advantageous to offer enhanced or superior facilities or make bill modifications in lieu of compensation for service failures. ($\bar{x} = 4.20$ and $\sigma = 0.730$). Service failures which are addressed in a timely manner and compensated by offering upgraded facilities or by adjustments in bill settlement are perceived as an effective strategy by the customers ($\bar{x} = 4.25$ and $\sigma = 0.719$).

The study reveals that out of the eight retention strategies, the least effective strategies are the “open discussion and negotiation before setting customized packages” and “regular communication maintained through various channels such as email, phone, or social media” with a mean score of 4.15 and 4.13 respectively. The open discussion and negotiation before setting customized packages is effective to a certain extent with 60% of respondents consider this an effective strategy. The open discussions help in maintaining transparency in the dealings and will help in creating a repeat purchase of services.

6.4 Setting up of Hypothesis for Research Model

The role of Demographic variables in shaping customer loyalty and customer retention is highly significant in all service sectors. Analyzing factors such as age, gender, education qualification and occupation will help in understanding how

customers perceive a brand, the loyalty they have towards a brand, and their likelihood to engage in repeat business. Understanding these factors helps the service providers in tailoring their retention strategies and in understanding how different customers perceive the retention strategies offered by the Event Organization.

The researcher proposes the hypothesis to understand the variation between gender, age, educational qualification and occupation of the respondents and the customer perception about customer retention strategies. Research model proposes H₇ – (H_{7a}, H_{7b}, H_{7c}, H_{7d}) hypotheses for testing the constructs. H_{7a}, H_{7b}, H_{7c}, H_{7d} hypotheses are testing the relationship between the demographic variables and Customer Retention Strategies in the Event Management Sector. The hypotheses are as shown in Table-6.2.

Table 6.2

Formulation of Research Hypothesis for Analysis of Variance

Objective 4	
	To study the customer’s perception on the effectiveness of customer retention strategies in Event Management Sector
H₇	Customer perception about Customer Retention Strategies in Event Management Sector significantly varies with Demographic variables
<i>H_{7a}</i>	<i>Customer perception about customer retention strategies in event management sector significantly varies across gender profiles</i>
<i>H_{7b}</i>	<i>Customer perception about customer retention strategies in event management sector significantly varies across age profiles</i>
<i>H_{7c}</i>	<i>Customer perception about customer retention strategies in event management sector significantly varies across Educational Qualification</i>
<i>H_{7d}</i>	<i>Customer perception about customer retention strategies in event management sector significantly varies across Occupation</i>

Source: Prepared by the Researcher

6.5 Gender, Age, Educational Qualification and Occupation of the Respondents and Customer Perception about Customer Retention Strategies

Table 6.3

Gender, Age, Educational Qualification and Occupation of the Respondents and Customer Perception about Customer Retention Strategies

Dimensions		Gender	N	Mean	Std. Deviation	F	Sig.
Customer Retention Strategies	Male		326	4.278	0.525	0.058	0.810
	Female		325	4.288	0.023		
	Total		651	4.283	0.018		
Dimensions		Age	N	Mean	Std. Deviation	F	Sig.
Customer Retention Strategies	20 years - 30 years		345	4.286	0.419	1.474	0.220
	31 years - 40 years		187	4.250	0.504		
	41 years - 50 years		75	4.273	0.652		
	Above 50 years		44	4.417	0.434		
	Total		651	4.283	0.477		
Dimensions		Education	N	Mean	Std. Deviation	F	Sig.
Customer Retention Strategies	Schooling		54	4.340	0.382	32.624	<.001
	Graduate		390	4.169	0.540		
	Post graduate and above		207	4.483	0.255		
	Total		651	4.283	0.477		
Dimensions		Occupation	N	Mean	Std. Deviation	F	Sig.
Customer Retention Strategies	Government Sector		72	4.281	0.417	2.041	0.041
	Private Sector		237	4.279	0.519		
	NRI		51	4.394	0.398		
	Businessman		171	4.304	0.470		
	Student		89	4.271	0.407		
	Others		31	4.056	0.570		
	Total		651	4.283	0.477		

Source: Primary Data

Table 6.3 showed the variation between gender, age, educational qualification and occupation of the respondents and customer perception about customer retention strategies towards event management sector in Kerala. The research hypothesis was studied using Independent Samples t-test and One way ANOVA with the 'P' value at 5% level of significant.

To determine whether gender significantly influences customer perception of various customer retention strategies in the event management sector the Independent Samples t-test was conducted. The mean scores for both males and females are very close, with females slightly higher. The P-value were greater than 0.05 which indicates that there is no significant variation between gender of the respondents and customer perception about customer retention strategies towards event management sector in Kerala. Hence, the research hypothesis H_{7a} is not supported. Thus, it could be concluded that customer perception about customer retention strategies in event management sector does not vary with gender of the respondents.

The mean scores indicate a slight increase in perception with age, particularly above 50 years. As the P-value of one-way ANOVA were greater than 0.05 it indicates that there is no significant variation between age of the respondents and customer perception about customer retention strategies towards event management sector in Kerala (Asymp. Sig. $0.220 > 0.05$). Hence, the research hypothesis H_{7b} is not supported. Thus, it could be concluded that customer perception about customer retention strategies in event management sector does not vary with age of the respondents.

In the Table 6.3, the mean scores show that those with postgraduate education and above have the highest perception of customer retention strategies, while graduates have the lowest. The F-value is 32.624, and the significance level is less than 0.001. As the P-value of one-way ANOVA were less than 0.05, it indicates that there is significant variation between educational qualification of the respondents and customer perception about customer retention strategies towards event management sector in Kerala (Asymp. Sig. $0.001 < 0.05$). Hence, the research hypothesis H_{7c} is supported. Thus, it could be concluded that customer perception about customer

retention strategies in event management sector vary with educational qualification of the respondents.

The Tukey HSD post hoc test is conducted for examining the differences in Customer perception about customer retention strategies among respondents with varying educational qualifications. The analysis showed that there is a significant difference between the means of educational qualification group of 'Schooling', 'Graduate' and 'Post graduate and above' ($p\text{-value} < 0.05$) in terms of Customer Retention Strategies. Respondents with education qualification in the group of 'schooling' perceive customer retention strategies more favourably than graduates. There is no significant difference in perception between respondents with education qualification in the group of 'schooling' and those with postgraduate education and above. Graduates perceive customer retention strategies less favourably compared to both respondents with education qualification in the group of 'schooling' and those with postgraduate education and above. Postgraduates and above have the highest perception scores, significantly higher than those with graduate education.

In the Table 6.3, the mean scores vary across different occupations, with NRIs having the highest perception. As the P-value of one-way ANOVA were less than 0.05, it indicates that there is significant variation between occupation of the respondents and customer perception about customer retention strategies towards event management sector in Kerala. Hence, the research hypothesis H_{7d} is supported. Thus, it could be concluded that customer perception about customer retention strategies in event management sector vary with occupation of the respondents.

To understand the variation between the perception of the respondents having different occupation towards the Customer Retention Strategies, the Tukey HSD test is conducted. From the Table 6.3, it was inferred that as the P-value is 0.41 which were less than 0.05, it indicates a significant variation between occupation of the respondents and customer perception about customer retention strategies. However, the post hoc Tukey HSD test indicates that occupation generally does not significantly influence perceptions of customer retention strategies, except for the difference between NRIs and those classified as 'Others.' This finding suggests that while overall

occupational background may not largely affect perceptions, specific groups such as NRIs might have distinct views that need to be addressed by event management companies.

This analysis shows that while educational qualification and occupation do impact customer perceptions of retention strategies, gender and age do not have a statistically significant effect. This highlights the need for event management companies to segment their retention efforts based on the education qualification and professional background of their clients to effectively meet their specific needs and preferences.

Table 6.4

Status of the Research Hypothesis for Analysis of Variance

Objective 4	Status of Research Hypotheses
To study the customer’s perception on the effectiveness of customer retention strategies in Event Management Sector (Descriptive Statistics and Analysis of Variance)	
H₇ Customer perception about Customer Retention Strategies in Event Management Sector significantly varies with Demographic variables	
<i>H_{7a} Customer perception about customer retention strategies in event management sector significantly varies across gender profiles</i>	Not Supported
<i>H_{7b} Customer perception about customer retention strategies in event management sector significantly varies across age profiles</i>	Not Supported
<i>H_{7c} Customer perception about customer retention strategies in event management sector significantly varies across Educational Qualification</i>	Supported
<i>H_{7d} Customer perception about customer retention strategies in event management sector significantly varies across Occupation</i>	Supported

Source: Prepared by the Researcher

6.6 Conclusion

Event management companies use customer retention strategies, which are activity-based strategies, to prevent customers from leaving and establish enduring

relationships with them. Customers base their intention to return on factors such as food quality, service quality, friendliness, and safety. Because it is less expensive to retain current clients than to acquire new ones, event management companies must be extremely creative and proactive in their design and implementation of strategies for retention that promote an enduring relationship with their current customers. As part of their retention initiatives, Kerala's event management businesses employ a variety of proactive retention strategies. To demonstrate the success of those initiatives and provide room for more innovation, the effectiveness of the retention strategies used by event management businesses is assessed by the customers they serve.

In this chapter, the descriptive statistics and analysis of variance for the adopted Customer Retention Strategies in the Event Management Sector are empirically tested and reported. From the result of the analysis, it is found that conventional and new techniques are employed by event management companies both directly and indirectly to maintain their customer base. Event Managers, as key players in a fiercely competitive industry, need to understand the efficacy of their current retention strategies to enhance them further and also to devise novel approaches to retain their customers. This evaluation stimulates both refinement of existing strategies and the creation of new ones. Based on the customer ratings, the data reveals that providing complementary programs and add-ons are their most effective strategy, followed by the personalised discounts or special rates provided to the repeat customers.

Chapter 7

FINDINGS AND CONCLUSION

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7.1 Introduction

This chapter summarizes the findings of the study, its implications, recommendations and conclusion regarding the Customer Relationship Management in Event Management Sector in Kerala. Event Management Industry is a highly personalized industry focusing on providing customized services, timely communication and customer engagement. The success of this sector hinges on building, managing and maintaining strong customer relationships. CRM has a crucial role in this. CRM helps the sector in maximizing the customer experience and helps in tapping business growth and customer retention. The revisit intentions and repeat business are driven by the quality of services provided, the relationship quality maintained and the level of satisfaction and engagement experienced by the customers.

In this research, the analysis for Key Dimensions of Customer Relationship Management in the Event Management Sector which are 'Perceived Service Quality', 'Relationship Quality', 'Event Satisfaction' and 'Customer Loyalty' adopted by event management companies are studied. The first part of the analysis focus on the demographic profile of the customers who have participated in this study. The details regarding gender, age, educational qualification, occupation and place of residence are analysed here. The second phase deals with the Key Dimensions of CRM in Event Management Sector. The third phase analysed the measurement models for the Key Dimensions of Customer Relationship Management in the Event Management Sector in Kerala. The structural equation model was used to assess the relationships between the independent latent variables and the dependent variable and also to study about the mediating effects between the variables after the adjustment of items and acceptance of the measurement Model. The final phase deals with the analysis of

customers' responses towards the effectiveness of retention strategies adopted by event management companies for retaining their customers.

7.2 Findings of the Study

The findings of the study are classified under the following heads:

7.2.1 Findings based on the Demographic Profile of the Respondents

The study, conducted among 651 respondents, shows a near-even gender distribution. A significant 88.9 percent of respondents are married, and the majority (53 percent) belong to the 20-30 age group, followed by 28.7 percent in the 31-40 age group. Professionally, 36.4 percent are private sector employees, 26.3 percent are businessmen, and 13.7 percent are NRIs. In terms of education, 59.9 percent are undergraduates, while 31.8 percent hold postgraduate degrees or higher. Geographically, most respondents are from Ernakulam (31 percent), followed by Trivandrum (27.8 percent), and Calicut (15.2 percent).

7.2.2 Findings on Event Management Service Utilization and Awareness

- The study indicate that weddings dominate the event management service usage, followed by engagement parties. Housewarmings and birthdays are also preferred, with 39.7 percent and 29.7 percent of respondents respectively utilizing event management services.
- The findings shed light on the use of event management services among respondents. The majority, 51 percent, utilize these services occasionally, typically once or twice a year, for major events. Additionally, 34.5 percent use the services sometimes, about 2 to 4 times a year, while 6.8 percent employ event organizations often, 5 to 8 times annually, reflecting a desire for higher-quality events. A smaller segment, 4.7 percent, reports very frequent usage, showing a strong reliance on event companies.
- Regarding the awareness of a particular event management organisation, the primary source of knowledge is word-of-mouth referrals from friends and family, accounting for 44.5 percent. This emphasis the importance of satisfying the

customers and encouraging them of personal recommendations for attracting new customers. 31.5 percent came aware of these organizations by attending events they organized, highlighting the impact of experiential marketing and service quality. Online platforms and social media also were used to market these organisations with 21.4 percent of respondents becoming aware of event organizations through these channels.

7.2.3 Findings on Service Quality in Event Management Sector

- Among the five service quality dimensions assessed, the highest rated dimension was Empathy (Mean = 4.122), closely followed by Assurance, Responsiveness, and Reliability, indicating the preference of the customers towards personalized attention, staff competence and consistency of the services provided. Tangibility received the lowest rating (Mean = 3.998), suggesting that improvements are needed in the physical and visual aspects of event services to enhance overall customer satisfaction.
- Under the Tangibility dimensions of service quality, physical facilities of the event venue are the highest perceived item with a mean score of 4.21 followed closely by well-groomed and professional staff. The least perceived item with a mean score of 3.76 is the availability of easy-to-use online tools for event planning and communication.
- All the indicators contributing to reliability are positively perceived by attendees upon analysis. The highest perceived item is the ability of the event management team in fulfilling their promises regarding service quality with a mean score of 4.16. The respondents were also satisfied in the efficiency of the team in handling last-minute changes or requests and providing clear and accurate event schedule and logistics information. The team's professionalism and competence during the event received a slightly lower but a strong mean of 4.02.
- The findings show a strong positive perception of customers towards the responsiveness dimension of service quality, with the highest-rated aspect being staff attentiveness to customer's needs (mean score 4.28). The lowest-rated,

though still favourable, was staff urgency in addressing concerns (3.99) suggesting a need for better event problem resolution mechanisms.

- Customers have an overall favourable view regarding the assurance factor of service quality. The highest-rated attribute is the friendliness and approachability of event staff, with a mean score of 4.22. The Transparency of pricing and the efficiency of staff in handling requests and issues was the least perceived attribute.
- The perception of customers towards each item of empathy has scored well showing a positive perception to it. The high level of attentiveness and responsiveness of staff and their welcoming attitude is positively perceived by the customers which demonstrates the event employee's commitment to excel resulting in heightened satisfaction and positive event outcomes.
- Demographic analysis showed significant differences in the perception of service quality across gender, age, and occupation. Female respondents rated the assurance dimension higher than male respondents. Age-wise, younger respondents (20–30 years) gave significantly higher ratings across all service quality dimensions compared to older age groups, indicating that younger customers may have more favourable experiences or expectations. Similarly, occupational profiles influence perceived service quality with respondents in Government sector rating the service quality especially the reliability and assurance dimension higher than that of other sectors. The respondents from the Private Sector and NRI categories also rate service quality higher than that of Businessmen and Students in certain dimensions.

7.2.4 Findings on the Relationship Quality in Event Management Sector

- The element of trust of customers of Event Management Sector in Kerala is good as per the opinion of the event customers as the mean score are all above 4. From the study, it is revealed that people are choosing event organization on the basis of their strong reputation for trustworthiness. It is the second highest perceived item with a mean score of 4.22 with the first being the transparency in its business dealings with a mean score of 4.3.

- The customers of the event management company have a positive perception towards the commitment dimension of relationship quality. As all the attributes of the commitment have a mean score ranging from 4.05 to 4.18, it depicts the commitment of the event team to maintain long term relationship and the ability of the team to invest time and efforts to create memorable experience.
- The respondents are having a favourable perception regarding the information sharing and communication attribute of the event management sector. The customers are satisfied with the event staff for the constant contact with them through phone, e-mail, letter, etc. and the transparency in their communication with them with a mean score of 4.1. The least perceived attribute with a mean score of 4.3 is the ability in providing regular updates to keep the customers informed throughout the planning process.
- It is found that the customers are of the opinion that the attributes of long-term orientation of event management organisations are remarkable and accurate. The event management company's competence to invest time and effort into understanding the long-term needs and goals for the events are the most perceived item with a mean score of 4.21. This is closely followed by their ability in building long-term partnerships with customers over short-term gains.
- While analysing the demographic variables and their influence on relationship quality, it was found that age and occupation showed a significant impact on relationship quality, with notable differences observed among occupational categories. This depicts the importance of considering age to address specific age-related preferences in enhancing relationship quality with customers across different age profiles.

7.2.5 Findings on the Event Satisfaction in Event Management Sector

- The customers had a positive perception towards the accessibility dimension of the event management sector in Kerala. The accessibility of venue (mean score 4.12), convenient location of the restrooms (4.09), event staff's knowledge about accessibility issues and providing necessary assistance (4.13) all contributed to a positive experience. The lowest-rated aspect, though still positive, was the

presence of physical barriers making it making it difficult for guests to navigate between different parts of the venue.

- The study reveals high satisfaction among respondents regarding event amenities provided as all the indicators for measuring the event satisfaction on the basis of the amenities and facilities provided scored a mean score scored above 4. The customers are satisfied regarding the visual effects, sound quality and volume, the quality of equipment's used and also the safety and security during the events. The lowest rated attribute, though still positive, was the quality of entertainment, artists, and activities provided during the event.
- It can be seen that when all other factors of event satisfaction dimensions received a mean score above 4, the appetite factors mean score is between 3.83 and 4.18. Even though the respondents are satisfied with the timing and frequency of the food and beverage service with mean score of 3.96, the event organizers should ensure timely availability of food and beverages to prevent long delay. The availability of vegetarian, vegan, and gluten-free options, though adequate, received the lowest score of 3.83.
- The mean score for the venue dimension ranges from 3.64 to 4.26, with the highest satisfaction for venue cleanliness and maintenance (4.26). Respondents were also pleased with the spaciousness (4.08) and lighting/temperature (4.00), though parking facilities (3.9) and signage (3.91) scored slightly lower. The least satisfied aspect was the presence of wheelchair ramps and elevators (3.64), indicating room for improvement in inclusivity.
- The satisfaction level of respondents towards the friendliness, professionalism, and the helping mentality of the staff of the event management during an event are highly positive as all the attributes are having a mean score above 4.
- The findings reveal significant differences in event satisfaction based on certain demographic variables. Age emerged as a key factor where respondents aged 20–30 years rated Accessibility and Amenities the highest, while those above 50 years reported the lowest satisfaction across most dimensions. Education qualification is also a significant demographic factor and the respondents with higher

educational qualifications have higher satisfaction across various dimensions of the event experience and event quality.

7.2.6 Findings on the Customer Loyalty in Event Management Sector

- The loyalty factor is measured by analysing five indicators. The findings indicate strong customer loyalty, with most respondents willing to say positive things (4.15) and recommend the company to others (4.09). Likelihood of choosing the company again (3.99) and continuing business in the future (3.93) was slightly lower.
- The switching intent among the respondents is also analysed to measure the customer loyalty. The respondents exhibited a mild tendency to take some of their business to a competitor that offers better price with a Mean of 3.08. This shows that there are customers who exhibit a moderate switching behaviour in the event sector.
- Pay more factor is analysed to know the loyalty of the customers towards an organisation even if the price rises. The customers are ready to do business even if their prices increase somewhat with a mean score of 3.6. This highlights that the customers are more focused on other factors like service quality, past event experiences and convenience rather than price alone. There is also a considerable level of agreement among the respondents regarding their willingness to pay a higher price than competitors charge for the benefits they currently receive from the company
- The interactions of the customers with the third parties like competitors, external agencies and fellow customers have been analysed for measuring customer loyalty. The customers are showing a willingness to approach their competitors when faced with service problems. This shows the importance of high-end service quality in building good customer loyalty base. The study also shows that some customers are likely to engage in negative word-of-mouth to other customers to express their dissatisfaction within their social circle. The respondents also demonstrated a likelihood of complaining to external agencies when faced with a

problem indicating their need to seek resolution through formal channels beyond the company-customer interaction.

- The analysis show that age, education, and occupation significantly influence customer loyalty, while gender does not. Younger respondents (20–30) showed high loyalty but also high switching tendencies, while older age groups showed lower loyalty and willingness to pay more. Postgraduates reported the highest loyalty and lowest switching, while graduates were more willing to pay more. Occupation-wise, switching behavior was significantly lower among businessmen, while students showed the highest switching tendency.

7.2.7 Findings on the effect of Perceived Service Quality, Relationship Quality and Event Satisfaction on Customer Loyalty in the Event Management Sector

- Perceived Service Quality has significant Influence on Relationship Quality, Event Satisfaction and Customer Loyalty.
- Perceived Service Quality have the strongest effect on Relationship Quality which is followed by a significant effect of Perceived Service Quality on Event Satisfaction. Perceived Service Quality also have a moderate effect on Customer Loyalty. This indicates that service quality is a dominant factor in determining event satisfaction emphasizing that high-quality services significantly enhance both loyalty and satisfaction.
- Event Satisfaction has a significant association with Customer Loyalty.
- Relationship Quality significantly influences customer loyalty.
- Relationship Quality has the least effect over Customer Loyalty. It shows that Trust, communication, and long-term orientations with event management companies enhance customer loyalty, though not as strongly as service quality or satisfaction.

- The results indicate that Perceived Service Quality is a key driver for enhancing Relationship Quality, Event Satisfaction, and ultimately Customer Loyalty in the event management sector.

7.2.8 Findings on the influence of dimensions of Perceived Service Quality on Relationship Quality

An in-depth study was done to know the effect of Perceived Service Quality on Relationship Quality, by analysing the inner dimensions of Perceived Service Quality. Reliability has the strongest impact on Relationship Quality, followed by Assurance and Responsiveness. Tangibility and Empathy also contribute positively, but their impact is less pronounced compared to other factors, with Empathy having the smallest influence. This sheds light on the preference of the customer in getting efficient service, knowledgeable staff, and prompt responses over personalized attention in the event management sector.

7.2.9 Findings on the influence of dimensions of Perceived Service Quality on Event Satisfaction

While exploring the effect of Perceived Service Quality on Event Satisfaction, focusing on five key dimensions: Tangibility, Reliability, Responsiveness, Assurance, and Empathy, it was seen that Tangibility and Empathy show strong positive effects emphasizing the importance of physical aspects along with personalized attention and understanding customers. Responsiveness has a moderate positive influence highlighting the importance of timely and effective customer service. Reliability also has a significant impact on Event Satisfaction. Assurance, however, does not show a significant relationship with Event Satisfaction, suggesting that it may not be a key factor in shaping satisfaction in the event management context.

7.2.10 Findings on the influence of dimensions of Perceived Service Quality on Customer Loyalty

The study on the influence of dimensions of Perceived Service Quality on Customer Loyalty revealed that Responsiveness had the most significant positive impact on Customer Loyalty, indicating the importance of timely and effective service in

fostering customer loyalty. Empathy also has a significant influence on Customer Loyalty highlighting the importance of personalized attention and care in building long-term customer relationships. Tangibility and Assurance also contributed positively to loyalty, with Assurance reflecting the competence of service providers in building customer trust.

7.2.11 Findings on the mediating impact of Relationship Quality and Event Satisfaction over Perceived Service Quality and Customer Loyalty in the Event Management Sector

- The Relationship Quality significantly mediates the relationship between Perceived Service Quality and Customer Loyalty. The mediation indicates that relationship quality partially mediates the effect of perceived service quality on loyalty, suggesting that strong relationships formed due to high service quality further enhance customer loyalty.
- The mediation analysis reveals that Event Satisfaction significantly mediates the relationship between Perceived Service Quality and Customer Loyalty. The Event Satisfaction shows a stronger mediation effect than Relationship Quality, indicating that customer satisfaction provides a more important role in building loyalty than relationships alone.

7.2.12 Findings on the effectiveness of retention strategies adopted by event management sector

- It is observed that the most impactful retention strategies are the complimentary programs and add-ons offered by the event management companies to the customers, with a mean of 4.41. Referral rewards are the most commonly implemented complimentary programs given to customers.
- The personalised discounts or special rates to repeat customers is a common retention strategy adopted by majority of the event firms and companies. This includes variety of offerings such as anniversary discounts, flexible payment options, loyalty discounts, exclusive deals to access limited time offers and seasonal promotions to book their events during slower periods for special

discounts. The descriptive statistics depicts that the strategy is highly effective with a mean of 4.39.

- Customer engagement programs like sending greeting cards, emails, special rate packages on special occasions or anniversaries strategy proves effective in sustaining their interest in the services moving forward, with a mean satisfaction score (\bar{x}) of 4.38.
- Offering gifts or other incentives as tokens of appreciation to encourage the customers to continue using their services delight the customers and encourage them to choose the organization once more. The study reveals that it is an effective strategy to retain the customers and build a loyal customer base.
- It is observed that time bound responsiveness in addressing any grievances or complaints is considered as the fifth effective strategy out of the eight strategies with a mean of 4.25.
- The compensation or refunds are offered when the services fail to meet the customer expectations are perceived as an effective strategy by the customers (\bar{x} =4.25 and σ =0.719).
- The study reveals that out of the eight retention strategies, the least effective strategies are the “open discussion and negotiation before setting customized packages” and “regular communication maintained through various channels such as email, phone, or social media” with a mean score of 4.15 and 4.13 respectively.

7.3 Conclusion

The event management sector in Kerala has been growing rapidly in recent years. The sector has witnessed significant growth due to the increasing demand for professional event management services and the growing trend of organizing events in unique and exotic locations. As event management is a service sector and personalized in nature, the role of customers in this sector is very much important. The companies can survive and win over the customers only by providing and maintaining customer relationship.

The perception of customers towards the various dimensions of Customer Relationship Management is highly crucial for developing and planning strategies for the growth and survival of this industry. This study explored the critical dimensions of Customer Relationship Management (CRM) within the event management sector in Kerala, focusing on service quality, relationship quality, event satisfaction, and customer loyalty.

The customers are having positive perceptions of various attributes of service quality. However, there are certain areas which need to be focused more on like the availability of user-friendly online tools, customised services and timely service delivery. Addressing these gaps, are crucial for enhancing customer experiences. The application of the RELQUAL model for measuring Relationship Quality shows strong customer trust, commitment and long-term relationship. The analysis of event satisfaction indicates positive perception among customers. However, certain aspects need to be prioritised for enhancing customer experience and to delight the customers especially in the area of food and venue accessibility. The customer loyalty in this sector revealed a strong loyalty factor. However, a moderate switching tendency for among younger customers was revealed in the study. This highlights the need for customised event packages and designs for the event management companies to reinforce their value propositions to retain customers.

The path of relationship between different components of CRM has been measured and clearly presented using the Structural Equation Modelling. A model was thus created showing the effect of service quality, relationship quality and event satisfaction on customer loyalty. The model shows Perceived Service Quality as the key driver for enhancing Relationship Quality, Event Satisfaction, and ultimately Customer Loyalty in the event management sector. This study provides actionable information to event team to come up and focus on providing high quality services catering to the diverse requirements of the customers. The insights gathered from this study will help the event sector to navigate themselves to improve their CRM strategies and achieve sustainable growth and development in the ever-changing terrain of event management.

Chapter 8

RECOMMENDATIONS AND FURTHER SCOPE

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8.1 Recommendations

- The Event management team should focus on digital marketing strategy on platforms such as Instagram, Facebook, and YouTube to enhance the effectiveness of the event management team's outreach. Posting Event testimonials and event highlights will help in attracting new customers.
- The study recommends to introduce loyalty programs or special discounts for repeat customers to encourage them to utilize services more frequently. Offering tiered benefits for multiple bookings or early-bird discounts for recurring customers can incentivize increased usage.
- As word-of-mouth marketing is how most of the customers know of an event team, a referral program system should be implemented which benefit both the referrer and the new customer. This might further amplify word-of-mouth marketing.
- Availability of easy-to-use online tools are the least perceived item in the tangibility dimension of service quality. Investing more in technical, digital and user-friendly mobile applications which helps in event planning, scheduling and communication might attract new customers.
- Offering bundled packages for additional services like hotel bookings, accommodation, transport and recreational activities will help in creating experiential events. This will also help in the growth of tourism activities in the country.

- A clear and detailed budgeting, pricing package and breakdown of all cost must be communicated to the customers clearly to ensure transparency in the pricing technique.
- Providing training programs to staff for handling request urgently, solving issues smoothly and following customer-centric approach will help to maintain customer satisfaction. Personalized touches such as follow-ups, remembering customer preferences and pre-event planning to post-event follow-up will help in engaging customers.
- Develop customized event packages to cater to the needs of all age-groups, different occupational profiles and educational backgrounds offering both premium and budget-friendly options to meet diverse customer needs.
- For NRIs focus on providing remote planning support through online tools and for students provide budget-friendly packages and loyalty programs to reduce switching.
- Implement Electronic CRM to group customers based on their preferences and behaviours which will help in designing customised services that address specific needs and enhance overall service delivery. It helps to maintain ongoing communication with clients updating about the personalized offers that enhance customer engagement.
- Strengthen the feedback mechanism to ensure a better Customer Relationship Management to focus more on service improvement initiatives.
- The event venue should be designed in such a manner that it is easy for the guests to navigate through the venue without any physical barriers. Setting up of ramps for wheelchairs might lead to more inclusivity. Improve parking facilities by adding more spaces or providing clear guidance for attendees. Provide signs throughout the venue to direct guests effectively.
- Maintaining and managing Customer complaint service will help in creating satisfied customers which leads to customer loyalty and ineffective responses to

their complaints encourage them to switch. Event team should prioritise the complaints or grievances of customers to increase loyalty.

8.2 Further Scope

- In future, a study can be done to analyse the impact of integrating advanced technologies such as AI, virtual reality and E-CRM tools on CRM practices in Event Management Sector to study whether customer experiences and engagements have improved or not.
- Future research can be conducted to study the sustainability practices implemented by the event management sector and the perception of customers towards it.
- Future studies could analyse the effectiveness of integrating Integrated Marketing Communication (IMC) in marketing and branding the event organisation and also in building and maintaining customer relationships, customer engagement, brand loyalty, and event satisfaction.
- A study can be conducted to analyse the effective method of crisis management in Event Management Sector.
- A study can be also conducted to analyse the growth and development of event management sector in Kerala and the role of Government in supporting and promoting this sector.
- Future research could explore the factors that enhance customer engagement and customer experience in government-sponsored events like the Kochi Biennale, Kerala Literature Festival, Kerala Travel Mart (KTM), Huddle Global, Malabar River Festival etc.

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APPENDIX

QUESTIONNAIRE

PART A

- A. Gender: Male Female
- B. Marital Status: Single Married
- C. Age:
- D. Occupation: Government sector Private sector NRI
 Businessman Student Others
- E. Education: Schooling Graduate Post graduate and above
- F. District of Residence: -----
- G. What type of events have you hired an event management company for? Tick whichever is applicable.

Weddings	
Birthdays	
Family reunions	
Bridal showers	
Engagement parties	
Retirement parties	
Baby showers	
Housewarmings	
Others, please specify.....	

- H. How frequently do you use event management companies for your events?
- Rarely or never
- Occasionally (once or twice a year)
- Sometimes (2-4 times a year)
- Often (5-8 times a year)
- Very often (more than 8 times a year)
- I. How did you know about this event management team?
- Through a friend or family member
- Online search (Google, social media, etc.)
- Attended an event organized by the team

- Saw advertising or promotional material (brochures, flyers, etc.)
- From a referral by a vendor or venue
- Other (please specify)

PART B

Schedule for assessing the level of Event Satisfaction based on the Event Experience provided by the Event Management Companies. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree

Attributes					
	SD	D	N	A	SA
1. ACCESSIBILITY					
a. The venue of the event was easily accessible	SD	D	N	A	SA
b. The restrooms were easily accessible at the event venue.	SD	D	N	A	SA
c. The event staff was knowledgeable about the accessibility issues and were able to provide assistance as needed.	SD	D	N	A	SA
d. The guests were able to easily move around the event space and socialize with others.	SD	D	N	A	SA
e. There were no physical barriers or obstacles that made it difficult for you to move around or access different areas of the event space (e.g., stairs, narrow doorways, lack of ramps)?	SD	D	N	A	SA
f. The facilities were easily accessible and in close proximity to the main event area.	SD	D	N	A	SA
2. AMENITIES					
a. The sound system and other technical facilities at the event were adequate and functioning well.	SD	D	N	A	SA
b. The sound quality and volume of the music was appropriate for the event.	SD	D	N	A	SA
c. The decoration and visual effects used during the event were aesthetically pleasing.	SD	D	N	A	SA
d. The quality and variety of equipment and	SD	D	N	A	SA

	furnishings provided during the event were satisfactory.					
e.	There were no safety or security concerns related to the facilities during the event.	SD	D	N	A	SA
f.	The entertainment, artists, and activities provided during the event added value to the overall experience.	SD	D	N	A	SA
3.	APPETITE					
a.	The variety and taste of food and beverages offered at the event met my expectations.	SD	D	N	A	SA
b.	The presentation and quality of the food and beverages were satisfactory.	SD	D	N	A	SA
c.	The availability of vegetarian/vegan/gluten-free options was adequate.	SD	D	N	A	SA
d.	The timing and frequency of the food and beverage service was appropriate.	SD	D	N	A	SA
e.	The cleanliness and hygiene of the food preparation and service areas were satisfactory.	SD	D	N	A	SA
4.	VENUE					
a.	The event venue was clean and well-maintained.	SD	D	N	A	SA
b.	The lighting and temperature at the event venue were comfortable.	SD	D	N	A	SA
c.	The event space was spacious enough to accommodate all guests comfortably.	SD	D	N	A	SA
d.	The event venue had adequate parking facilities.	SD	D	N	A	SA
e.	The event venue had appropriate signage to guide attendees.	SD	D	N	A	SA
f.	The event venue had wheelchair ramps and/or elevators to provide easy access for guests with mobility impairments.	SD	D	N	A	SA
5.	STAFF					
a.	The event staff were helpful and friendly throughout the event.	SD	D	N	A	SA

b. The event staff were knowledgeable and able to answer any questions I had.	SD	D	N	A	SA
c. The event staff were professional in their conduct and appearance.	SD	D	N	A	SA
d. The event staff were well-trained and capable of handling any issues that arose.	SD	D	N	A	SA
e. The event staff showed a genuine interest in making our event a memorable experience.	SD	D	N	A	SA

PART C

Schedule for measuring the various dimensions of Perceived Service Quality of CRM practices in the Event Management Sector. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree.

Attributes					
	SD	D	N	A	SA
1. TANGIBILITY					
a) The physical facilities of the event venue were modern and well-maintained.	SD	D	N	A	SA
b) The staff and employees of the event management company were well-groomed and professional in appearance.	SD	D	N	A	SA
c) The event management company provided easy-to-use online tools for event planning and communication.	SD	D	N	A	SA
d) The event management company offered a range of customizable options for event services and materials.	SD	D	N	A	SA
e) The Event Company Provided Variety of Surrounding Facilities Like Accommodation, Transport, Parking, Recreation, Food Courts, Kids Corners Etc. And Activities to Meet Guests' Needs.	SD	D	N	A	SA
2. RELIABILITY					
a) The event management team kept their promises regarding the quality of the services provided.	SD	D	N	A	SA

b) The event management team was able to accommodate any last-minute changes or requests without any problems.	SD	D	N	A	SA
c) The event management team provided clear and accurate information about the event schedule and logistics.	SD	D	N	A	SA
d) The event management team demonstrated professionalism and competence throughout the event.	SD	D	N	A	SA
e) The event management team adhered to deadlines and timelines throughout the event planning and execution process.	SD	D	N	A	SA
3. RESPONSIVENESS					
a) The event staff was able to handle any unexpected changes or problems that occurred during the event in a timely and effective manner.	SD	D	N	A	SA
b) I felt that the event staff was attentive and responsive to the needs of myself and my guests throughout the event.	SD	D	N	A	SA
c) The event staff showed a sense of urgency and responsiveness in addressing any issues or concerns that arose during the event.	SD	D	N	A	SA
d) I was impressed with the level of responsiveness and communication from the event management team before, during, and after the event.	SD	D	N	A	SA
e) The event management team demonstrated a proactive and responsive approach to ensuring that everything ran smoothly during the event.	SD	D	N	A	SA
4. ASSURANCE					
a) The event management company provided clear and accurate information about the services and amenities included in the event package.	SD	D	N	A	SA
b) The staff at the event were friendly and approachable, making me feel comfortable and at ease throughout the event.	SD	D	N	A	SA

c) The event management company provided clear and transparent pricing for the services and amenities included in the event package.	SD	D	N	A	SA
d) The staff at the event were well-trained and able to handle any requests or issues in a timely and effective manner.	SD	D	N	A	SA
e) The event management company maintains a high level of confidentiality when handling my personal information to minimize any security concerns.	SD	D	N	A	SA
6. EMPATHY					
a) The staff made me feel welcomed and valued as a customer.	SD	D	N	A	SA
b) The staff took the time to listen to my requests and provided personalized service.	SD	D	N	A	SA
c) The event management team was empathetic and understanding when I encountered an issue or problem.	SD	D	N	A	SA
d) The event management team was accommodating and flexible when it came to my preferences or requirements.	SD	D	N	A	SA
e) The staff went above and beyond to ensure that my expectations were met or exceeded.	SD	D	N	A	SA

PART-D

Schedule for measuring the Degree of Relationship Quality in Event Management Sector. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree.

Attributes	SD	D	N	A	SA
	1. Trust				
a) The event management team has a reputation for being trustworthy.	SD	D	N	A	SA
b) The event management team is transparent in its business dealings.	SD	D	N	A	SA
c) The event management team takes responsibility for any mistakes or issues	SD	D	N	A	SA

that arise during the planning or execution of the event.					
d) The event management team has a track record of successfully managing events in the past, which builds trust in their capabilities.	SD	D	N	A	SA
e) The event management team keeps its promises and commitments.	SD	D	N	A	SA
2. Commitment					
a) The event management company made me feel like a valued customer by investing time and resources into my event.	SD	D	N	A	SA
b) The event management team is intended to maintain long lasting relationship with me	SD	D	N	A	SA
c) The event management team is ready to spend more than usual into the relationship with me	SD	D	N	A	SA
d) The event management team showed a willingness to go above and beyond to ensure that my event was a memorable experience.	SD	D	N	A	SA
e) The event management company was committed to meeting my specific needs and requests.	SD	D	N	A	SA
3. Information sharing and communication quality					
a) Employees of my event management companies are in constant contact with me (phone, e-mail, letter, etc.).	SD	D	N	A	SA
b) The event management team was transparent in their communication with me.	SD	D	N	A	SA
c) The event management team was clear in their instructions and directions for the event.	SD	D	N	A	SA
d) My event management team finds sufficient time to communicate with me	SD	D	N	A	SA
e) The staff provided me with regular updates and kept me informed throughout the planning process.	SD	D	N	A	SA

4. Long term orientation					
a) The event management company values building long-term partnerships with their clients over short-term gains.	SD	D	N	A	SA
b) The event management company invests time and effort into understanding my long-term needs and goals for my events.	SD	D	N	A	SA
c) Employees resolve my complaints even though these are not in his or her direct responsibility	SD	D	N	A	SA
d) The event management company demonstrates a commitment to continuous improvement and innovation to ensure long-term success for their clients.	SD	D	N	A	SA
e) The event management team is willing to make adjustments or changes to their services based on feedback from their customers, in order to improve their long-term satisfaction.	SD	D	N	A	SA

PART-E

Schedule for evaluating and assessing the customers loyalty in Event Management Sector. Your responses may be SD for Strongly Disagree, Dfor Disagree, N for No opinion, A for Agree and SA for Strongly Agree.

Attributes					
	SD	D	N	A	SA
1. LOYALTY					
a) Say positive things about the company to other people.	SD	D	N	A	SA
b) Recommend the company to someone who seeks your advice.	SD	D	N	A	SA
c) Encourage friends and relatives to do business with the company.	SD	D	N	A	SA
d) Consider the company your first choice.	SD	D	N	A	SA
e) Do more business in the next few years.	SD	D	N	A	SA
2. SWITCH					
a) Do less business in the next few years.	SD	D	N	A	SA
b) Take some of your business to a competitor that offers better prices.	SD	D	N	A	SA

3. PAY MORE					
a) Continue to do business even if its prices increase somewhat.	SD	D	N	A	SA
b) Pay a higher price than competitors charge for the benefits you currently receive from the Company.	SD	D	N	A	SA
4. EXTERNAL RESPONSE					
a) Switch to a competitor if you experience a problem with the company's service.	SD	D	N	A	SA
b) Complain to other customers if you experience a problem with company's service.	SD	D	N	A	SA
c) Complain to external agencies, such as the event management association, if you experience a problem with company's service.	SD	D	N	A	SA

PART-F

Schedule for evaluating the customers perception of the effectiveness of customer retention strategies in Event Management Sector. Your responses may be **HI** for Highly Ineffective, **I** for Ineffective, **N** for No opinion, **E** for Effective, **HE** for Highly Effective.

STRATEGIES					
	HI	I	N	E	HE
1. The personalized discounts or special rates given to me by the event team.	HI	I	N	E	HE
2. The complementary programs or add-ons provided to enhance my overall experience and increase my loyalty.	HI	I	N	E	HE
3. Open discussion and negotiation before setting customized packages	HI	I	N	E	HE
4. The compensation or refunds offered when their services did not meet my expectations or when issues arose during the event.	HI	I	N	E	HE
5. The gifts or other incentives provided by the event management company to show appreciation and to encourage me to continue using their services.	HI	I	N	E	HE

6. The regular communication maintained through various channels such as email, phone, or social media to keep me informed about their services and special offers.	HI	I	N	E	HE
7. The responsiveness in addressing any grievances or complaints and the timely and satisfactory manner to resolve them.	HI	I	N	E	HE
8. Customer engagements like sending greeting cards, emails, special rate packages to customers on special occasions or anniversaries in their life	HI	I	N	E	HE

Thank you for your valuable time