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Student ID: 0337554

Programme: MBA

Name of module: Services Marketing Name of tutor: Dr.Filzah

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Assignment title: **Service Design Project**

Due date & time: **3rd April 2019 11.59 pm**

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Key Components	Excellent	Good	Fair	Poor	Very Poor	Score
Introduction & Problem Statement (20 marks)	Provides an excellent introduction and presented a significant research problem with research issues clearly explained.	A good introduction on the research area and research issue were clearly explained to support the identified research problem.	Provides good introduction on the research area and identifies a relevant research issue.	Although a research issue is identified, the statement is too broad or the description fails to establish the importance of the problem area	Introduction and Statement of the problem were omitted or inappropriate.	
Objectives & Significance of Research (20 marks)	Articulates clear, reasonable research objectives and connected with research problem and research issues with supporting literatures.	Significance of research explained and research objectives were stated and connected to the research issue	Significance of research identified and research objectives were stated	The significance of research and objectives are not connected to the description of the problem.	Significance of Research and objectives were omitted or inappropriate	
Literature Review (40 marks)	Narrative integrates critical and logical details from the peer-reviewed theoretical and research literature. Review was linked to the objectives of the research.	Well reviewed theoretical and research literature which connects to the objectives of the research.	Key constructs and variables were connected to relevant, reliable theoretical and research literature	Reviewed articles were not connected to the objectives. Selected literature was from unreliable sources.	The review of literature was missing or consisted of non-research based articles.	

Written Structure [10 marks]	Report is very well written; maximum of one grammar or spelling error; sentence variety	Report written is well; maximum of three grammar or spelling error; some sentence variety.	Writing is adequate ; maximum of five grammar or spelling errors .	Inadequate discussion; five to ten spelling or grammar errors.	Writing is extremely poor; more than 10 spelling or grammar errors	
Use of Appendices/Bibliography [10 marks]	Followed "Harvard" referencing	Minor errors	Lack of appropriate referencing	Fail to use "Harvard" referencing	No referencing	
Total 100 marks						

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Executive Summary

MakeMyTrip (MMT) is a well established brand of the online travel industry in India. It has continuously innovated and been ahead of the curve of its competition. But with the recent spate of bad customer reviews and their internal process and customer service issues has slowed down their growth in the online travel Agency (OTA) industry significantly. The threat of new entrants and competition from already established companies is also eating away at their market share. Hence proper people and process management strategies have to be put in place to reposition and re-brand the company as India's most trusted tours and travel online portal. Continuous innovation can keep MakeMyTrip above the rest of its competition. Following the plausible solutions mentioned in this study to improve on presently, should also be followed by a future outlook to gain a newer customer base with more spending power, as capturing the newer and growing market base will not only enhance the MMT brand but will also improve the bottom line of the coming fiscal years.

MakeMyTrip.com



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List of Abbreviations

eWOM = Electronic Word of Mouth

MMT = MakeMyTrip

OTA = Online Travel Agency

CHAPTER I

INTRODUCTION

1.1 Company Background

MakeMyTrip.com is India's biggest and one of the most popular Online Travel Agencies (OTAs) which was established by Mr.Deep Kalra in the year 2000. Its HQ is located in Gurugram, Haryana, India. It offers a comprehensive round-the-clock tours and travel services including, flight tickets, domestic and international holiday packages and deals, hotel bookings, railways and bus tickets as well as supportive ancillary services for travel like travel insurance and visa processing. Travellers can search, plan and book their travel services and products through their websites: (main) makemytrip.com, goibibo.com, makemytrip.ae, makemytrip.com.sg, us.makemytrip.com, and redbus.in; as well as call centers, local travel agent's store and mobile app which was launched for all major devices, Windows, Apple and Android in 2012 (Makemytrip.com, 2019).

Their Vision and Mission: A new brand positioning saw a change from its old tagline, 'Memories Unlimited' to 'Dil Toh Roaming Hahi' (The heart is always roaming) to empower the Indian tourist. Their vision is to make travel fun and simple. Hassle free and convenience are what guides their core values. They offer a combination of several values to guide them towards success:a) Customer Centered Approach b) Integrity c) Innovation d) Teamwork e) Accountability f) A "Can Do" attitude

As of 31st March 2018, they have 14 company-owned stores in 14 cities, 30 franchisee-owned travel stores in 28 cities, and MMT counters at 4 major airports in India. They also have offices in New York, S'pore, KL, Bangkok, Phuket and UAE. (Makemytrip.com, 2016). They also sell travel products and solutions not only in India but also to the USA, Malaysia, Singapore, Thailand, UAE, China, Columbia, Peru.

It also engages in the business of selling travel products and solutions in India, the United States, Singapore, Malaysia, Thailand, the United Arab Emirates, China, Colombia, and Peru.

Business Structure: They fall under B2C business model. They provide their customers online ticket booking directly through their website or mobile application. The customers can also visit their local travel agency MMT stores to get all their travel solutions.

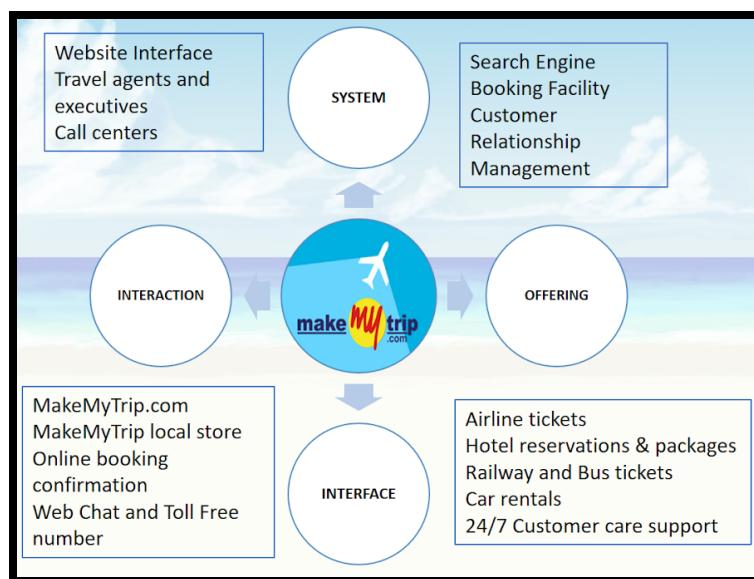


Figure 1 MMT Business Structure

This round-the-clock service provision at a click of a mouse, saves the customer time and also effort in planning their vacation.

MakeMyTrip Limited is the parent company of MakeMyTrip (India) Pvt Ltd, MakeMyTrip Inc. (USA), MakeMyTrip FZ LLC (UAE), Luxury Tours & Travel Pte Ltd (Singapore), Luxury Tours (Malaysia) Sdn Bhd, the Hotel Travel Group (Thailand) and the ITC Group (Thailand).

Through its primary websites, which are: www.makemytrip.com, www.hoteltravel.com and www.easytobook.com, the makemytrip mobile app, the company provides access to all major domestic full-service and low-cost airlines operating to and from India, all major airlines operating to and from India, hotels and guesthouses in India, various hotels outside India, Indian Railways and several major Indian bus operators.

Its path-breaking and innovative practices as well as technological ingenuities, differentiated it from its competitors and made it win various accolades and awards for tours and travels in India and Overseas. A range of best valued products and services powered by technology and a 24*7 customer support. MakeMyTrip has always managed to stay ahead of the curve by continuously evolving its technology to meet the ever-changing and dynamic demands of the rapidly changing global travel market, hence establishing itself as India's largest and most trusted Online Travel Agency.

Year	Name of the Award	Awarded by
2007	Best Online Travel Agent (OTA) Award	Galileo-Express Travel World
2009	Superbrand	Consumer Superbrands India
2009	Best Service Provider Company (tour operators category)	Indian Council of Market Research
2010	Most Preferred Travel and Holiday Website	IMINT Shoppers and Consumer Insights Awards
2011	Best Online Travel Service Firm	Times Travel Honours
2011	Best Domestic Tour Operator	Times Travel Honours
2012	Retailer of the Year	Franchise India awards
2012	Best Online Tour Company	Safari India National Tourism Award
2012	Leisure and Travel E-Retailer Award	Franchise India e-Retailer Awards
2012	Best Travel Innovator	Travel Distribution World Asia Awards (Budgie & Travel Awards)
2012	Industry Architecture Shift	Porter Prize (named after Michael E Porter)
2012	Best Mobile Strategy and Best Mobile Solution	Eyefortravel Award
2013, 2009	Best Travel Portal	CNBC Awaaz Travel Award
2013, 2012	Best Travel Facilitator (Indian)	Lonely Planet Travel Award
2013, 2012	Best Travel Facilitator (Indian)	Lonely Planet Travel Award
2015, 2014, 2013, 2012	Best Travel Portal	Outlook Traveller Reader's Choice Travel Awards
2014, 2013	e-tailer of the Year	ET Retail Awards
2014, 2013	Best Travel Portal India	World Travel Awards

Figure 2 List of Awards won by MMT

1.2 Core Products and Services

- a) Ticketing
 - i) Airline
 - ii) Non-Air: Rail and Bus
- b) Accomodation and Hotel Reservation
- c) Tour Packages
- d) Car Rentals
- e) Ancillary Services

Air Tickets

- Target is domestic air travel within India and international air travel from India and to India from USA and other countries. Through the internet-based platform it provides a selection of airline tickets for all major airlines operating in India including, Air India, IndiGo, GoAir, Jet Airways, Spice Jet, Air Asia, Air Costa, etc. As well as major international flights that fly from India including, Air France, British Airways, Emirates, Etihad Airways, Jet Airways, Lufthansa Airlines, Malaysian Airlines, Singapore Airlines, Kenya Airways, Qatar Airways, Virgin, Malindo, Tiger Airways.

Hotels and Packages

- Provides holiday package deals and hotel reservations through the websites, apps and their call-centers and branch offices. customers can search for hotels based on their destination

Customers search for their preferred dates for check-in and check-out and also they can search for their preferences for amenities like internet access needs, gym, swimming pool, tour guides. MMT offers Indian domestic packages, including escorted tours, honeymoon packages and weekend getaways, as well as themed tours like beaches, adventurous tours, family holidays, pilgrimage trips, shopping excursions, cruises and cultural trips. They also offer pre-designed packages and customizable tours and travel packages including independent excursions and escorted tours with guides. MMT's meetings, incentives, conferences, exhibitions and events (MICE) group offers services to companies and corporations that want to organize employee events, activities and team building trips.

Other Services and Products

- MakeMyTrip also provides selling of railway tickets through the passenger reservation system online to allow travellers to reserve and purchase Indian Railways tickets on real time basis. They can customize their search according to their preference and requirements of travel dates, destinations, train class through their Indian website. Its customized interface allows customer to compare all plausible options available from various trains, classes, dates and prices
- MMT's bus tickets inventory consists of 4 channels: real time inventory and bus time-table available from bus operators directly connecting to the booking system; secondly, from aggregators connecting to its booking system; thirdly, inventory from operators managing their inventory on an extranet supported by makemytrip, and finally, inventory obtained from operators who pre-book some seats for the company. They also provide car hiring services coupled with holiday packages. Can be rented or self-driven car booking

Ancillary Services and Products

Option to purchase a travel insurance from Apollo Munich Health Insurance Company Ltd. Customers can get access to travel insurance through the Indian web portal, call centers & travel stores. MMT also provides visa processing services to its customers. Also, travel-related businesses and other third parties opportunities to advertise on its websites to generate revenue.

Business practices: How MakeMyTrip delivers value to customers

1.3 Revenue Model

Approximately 66% of MakeMyTrip revenue comes from air travel bookings and 34% from non-air. One of the sources of income for MMT is the commission charged on online bookings. They provide the lowest cost airfares. The company buys airline tickets from private airline agencies in large volumes which lowers their overall costs and then they sell these to the customers with additional commission charges. The percentage of commission made on air ticketing is maximum but very low in case of railway tickets because there is only one supplier while 8 airlines, around 10,000 hotels and approximately 1000 buses.

A big portion of their income is also from advertising and helping big airlines market their flights. It advertises by showing e-banners of airlines like Kingfisher, Tata, SpiceJet, etc on their website. Also showcasing the various services, products and deals and offers which these airlines are offering.

Many hotels in India have also associated with MakeMyTrip to promote their holiday packages on their website. Although this is not a big source of revenue as hotel chains in India are not very common and most traditional hotels do not have an online presence.

Another factor is that Indians prefer to directly call these hotels to make a booking to circumvent the commission charges which they might incur if booking through MMT website. 15-20% of MMT's revenue also come from their local travel outlets across India.

1.3.1 Customer-Centered Approach

MakeMyTrip core competency is provide travellers with the best deals hassle free, anytime, anywhere. Trustworthy and efficient coupled with the use of latest technology to conduct its business. MMT focuses on creating an unforgettable customer experience as holidays are not tangible products, hence a great experience is expected to get entrenched in the customer's mind, making them coming back for more, to not only relive the great experience offered but to create more memories with their loved ones. The advantage that a customer gets while visiting the website is comprehensive list of options to choose from available just at a glance hence saving them time as MMT provide a one stop shop for all travel solutions.

Booking is made very flexible through MakeMyTrip, allowing customers to make changes and cancellations at any time, although cancellation charges may be incurred. Payments facilities are also top notch: Net banking, debit cards and credit cards of almost all banks can be used to make the transactions. Refund money is usually automatically transferred back to same account through e-transaction.

Value addition through round-trip discounts, holiday deals, off season offers, loyalty programs are also services provided to customers.

1.4 Timeline and MMT's advantage

MakeMyTrip started out in the India to USA travel market in the year 2000. Following its success in the USA, MMT began its operation in India in the year 2005 and within its entrance in the OTA space, within 5 years it became India's largest E-commerce business and captured 50% of all online travel sales in the country.

Starting out as purely an online business, MMT expanded through offline operations by creating physical stores across India to further promote their holiday deals and packages especially in tier II and tier III cities where internet use was not very popular. This also helped establish a brand name and value and now advertisement attempts were made not only across the interwebs but also on ground level, on TV, billboards and banners to reach the common traveller.

A strong competitive advantage was its early entry in the Indian online travel market and brand establishment as a reliable website that aimed for customer satisfaction.

Another advantage is the use of cutting edge and latest technology to sell their products and services. They continuously innovate and upgrade their websites and apps, as well as holiday packages and deals to enhance their customer experience to give them an extra edge over their competitors. Besides a customer focus they also attempt to provide the best and most suitable platform for their suppliers to showcase all their offerings and products.

1.5 Marketing Strategy

The OTA market in India is a rapidly growing and an ever changing space. MakeMyTrip's market strategy is to make MMT an elite brand rather than just another service or product. To attain this target they try and focus on all the 7 P's, four P's of marketing i.e. Product, Price, Place and Promotion and 3 P's of service marketing.

1.6 Organization structure of MMT

MMT is filled with a young and dynamic workforce with a mix of older, experienced employees to help keep the internal workings of the company grounded in reality. Currently they have over 700 employees from travel, tourism, technical and hospitality industries. They believe in the empowerment policy.

So they give freedom to their employees, the opportunity and the freedom to think and work to not only get the job done but also bring innovation and new ideas to the table to consistently keep improving the organization from within.

The company heads include:

Deep Kalra (Founder and CEO)

Keyur Joshi (Co-Founder and COO)

Mohit Gupta (CMO)

Rajesh Magow (Co-Founder and CFO)

Amit Somani (Chief Products Officer)

Mukesh Singh (Senior Vice President, Technology Development)

Major investors of MMT are:

Ravi Adusumalli and Vibhor Mehra, SAIF Partners

Sanjeev Aggarwal (Managing Director), Helion Venture Partners

Tim Guleri (Managing Director), Sierra Ventures

1.7 About the Founders

1.7.1 Deep Kalra: Founder and Group CEO



Deep steered MakeMyTrip as CEO since its inception in 2000, to a successful listing on NASDAQ in August 2010. He took on the role of Group CEO in August 2013, to focus on Strategy, M&A and international businesses. Deep went to St. Stephens College, Delhi in 1987 to pursue Bachelors in Economics. Then went to IIM-Ahmedabad for an MBA Degree. He then worked with ABN Amro Bank for 3 years, a sense of incompleteness set in and he then decided banking was not for him. So he quit the bank and after about an year's break he accepted a lucrative offer from GE capital to become the business Development head.

Deep while working through GE met almost all the top players in the Indian internet space helped GE grow via the internet and during this time, he started understanding the power of the internet. Hailing from a modest Indian middle class family, he was acutely aware of the vacation and travel hassles in India. He also observed how the power of internet was expanding day by day and was changing the landscape even in a traditional country like India.

He was able to sell a car for more money online than what was being offered online and when booking for a vacation with his wife to Thailand, online hotel booking provided him a lot of convenience. After which he decided to take the plunge into entrepreneurship and took e-commerce and his strong faith in the internet in the right direction in a clinically, well thought out manner. Thus, mixing the idea with a proper business model, Makemytrip was born in the year 2000. MakeMyTrip offered convenience of online transactions coupled with great value prices, thus revolutionizing the way Indians research and purchase travel services. MakeMyTrip launched the rail ticket at the perfect time in September 2005.

Moving further on that path they explored the hotel packages along with holiday packages. This worked as an ice breaker & company started making big revenues. On 17 August 2010, MakeMyTrip Limited was listed on the NASDAQ after its initial public offering (Economic Times, 2010).

1.7.2 Rajesh Magow: Co-founder and India CEO



Rajesh Magow is the Co-Founder and CEO-India at MakeMyTrip Ltd. He has been instrumental in consolidating MMT's leadership in the OTA industry of India. MakeMyTrip recorded over 4 billion dollars of gross profits, meeting the travel needs of 15 million Indians in the FY 2018 alone. Responsible for the company's business strategy and operational leadership, Rajesh has helped the company's revenue grow 15 fold. He was also successful in merging MMT with Ibibo Group. He also played a key role in a plethora of fundraising activities and also successfully obtaining investment from China's largest OTA Ctrip and South Africa's Naspers. He was also involved in the planning and strategizing to make MMT a public offering into NASDAQ. He was received various awards for his achievements including Bloomberg award for the best CFO in India.

1.8 Mergers and Acquisitions

MakeMyTrip started facing stiff competition from start-ups and foreign tour companies as well as smaller players who started entering the internet market. As a market strategy to remain the top player, they started acquiring small businesses and start-ups as well as trying to continuously change and adapt their brand image and services to meet the needs of the every changing dynamics of their Indian and NRI customer base. In 2011, MakeMyTrip made three acquisitions—Luxury Tours and Travel Pvt Ltd (Singapore), ITC Group Hotel Travel Group, and ETB Group—to enter new markets in South East Asia and Europe. MakeMyTrip has also acquired MyGola, a travel planning website, in April 2015, all employees of MyGola were absorbed into the MakeMyTrip team (Economic Times, 2016).

In January 2016, the Chinese travel booking company Ctrip agreed to invest \$180 million to MakeMyTrip (Business Line India, 2016).

MakeMyTrip and Ibibo Group merger: In 2016, MakeMyTrip and Ibibo Group, India's largest travel booking portals, merged through a stock transaction. MakeMyTrip was thus able to acquired its competition, Ibibo Group, in one of the biggest acquisition in India's online travel space. Post merger, MakeMyTrip shareholders own a 60% stake and Ibibo Group shareholders get a 40% stake. This merger brought together the top travel brands like MakeMyTrip, goibibo, redBus, Ryde, and Rightstay under one unit (Naspers.com, 2016). MakeMyTrip has been a strong player in the flight booking space and Golbibo has been leading the hotel-booking space. With both joining forces, the merged entity gets a sizeable chunk of the market at 58%. The acquisition, valued at about \$2 billion, marked one of the largest deals in the travel market.

For MMT-Ibibo group deal, their rationale was: Pricing; Market for hotels is just opening up, and together both can do it much better; and redBus – a clear market leader in bus segment which is essential for India.

All these factors put together along the talent which helped make this mega merger a success (Deep Kalra, Founder of MakeMyTrip, 2016)

Number	Acquisition / Investment Date	Company	Business	Country
1	May 2011	Luxury Tours and Travel Private Limited	travel agency	Singapore
2	August 2011	Le Travenures Technology Private Limited which owns Ixigo.com	online travel meta search engine	India
3	November 2011	My Guest House Accommodation	budget lodging and hotel operator	India
4	November 2012	ITC Group	tour operator	Thailand
5	November 2012	Hotel Travel Group (HT Group)	travel firm	Thailand, Singapore and Malaysia
6	February 2014	easystobook.com (ETB)	online hotel operator	Amsterdam
7	June 2015	Inspirock	online travel planner	USA
8	April 2015	MyGola	travel guide start-up	India
9	July 2015	Holiday IQ	online travel portal	India
10	July 2015	Bona Vita Technologies Private Limited	travel start-up	India
11	January 2017	Ibibo Group	online travel agency	India

Figure 3 Mergers and Acquisitions made by MMT

Blueprint Model of MMT business presently

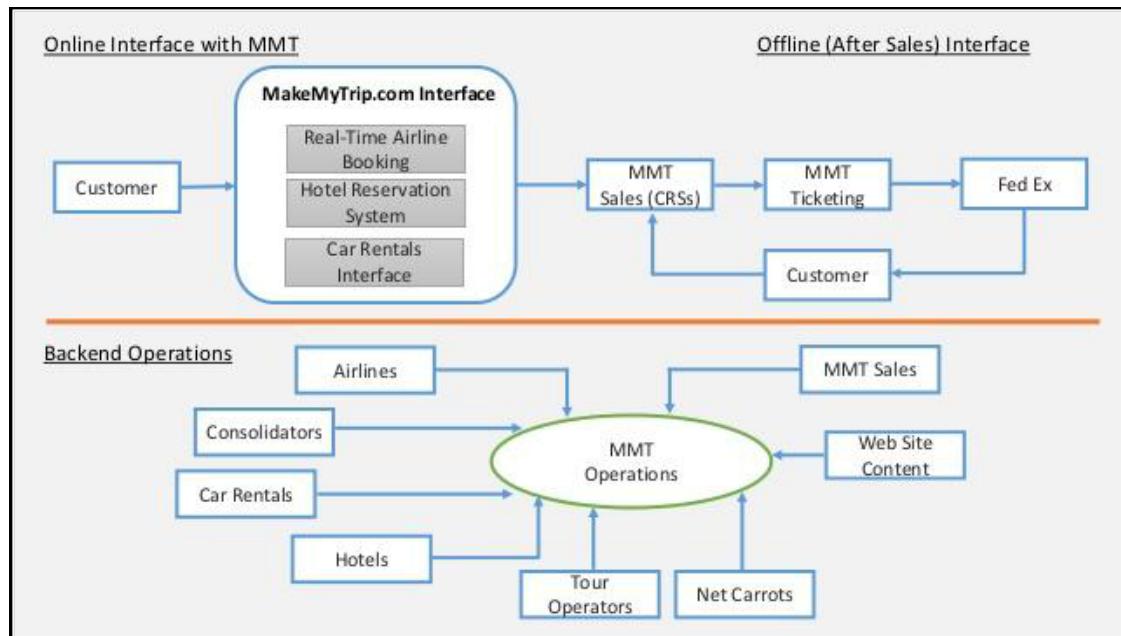


Figure 4 Blueprint model of MMT business presently

Flower of Service Marketing for MMT presently

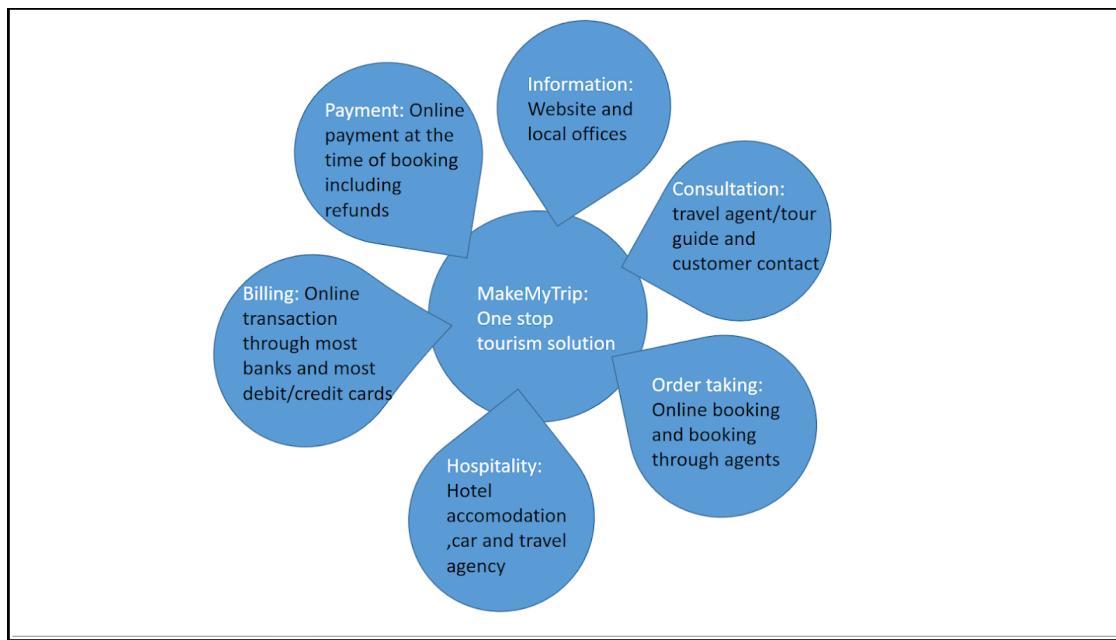


Figure 5 Flower of service marketing for MMT presently

CHAPTER II

ANALYSIS

2.1 Environmental Analysis

2.1.1 Pestel Analysis

2.1.1 a Political Factors that Impact MMT Limited

The political factors could potentially impact the bottom line of the company as well its chances of survival. Political stability, civil unrest, changes in the governmental regimes and for their offices in countries outside India, political factors of the host nations for these offices could also affect business for MMT.

- India with its large population and diversity is a very politically unstable country. World's largest democracy which has general elections every 5 years, a change in government brings many challenges with it, along with changes in various business policies and decisions which also affect MMT
- Politicians as well as government employees at many levels are corrupt and take bribes from the corporation to pass tenders or sign land acquisition papers. This questionable integrity of politicians and other workers who could affect the business process of the company, causes MMT to reserve an overhead amount of their income to be paid in bribes and reparations to help run the business smoothly

- For the MMT offices in countries outside India, the political requirements vary. Some countries, do not allow alcohol. Some countries limit the foreign direct investment (FDI) that a foreign company can make and some governments are very strict about the amount of employees that come in to the host nation as well as about containing the ecological and social impact of having a foreign business in their country can have. So many countries also have red tapes to try and discourage business and expansion of foreign companies in their countries so that they do not threaten the local businesses and employment of the host countries
- In a country where Intellectual property (IP) protection rights are not in place, people might not want to invest into MMT as they could easily be imitated and with employment of local talent offer lower prices than MMT hence pushing them out of business in that country
- The trade barriers that the host nations have could limit the potential export partners that MMT could have through that country
- Exorbitant amounts of taxation disallows MMT from maximizing their profits. The Taxation system in India is also very complex and time consuming, which causes a substantial use of workforce and income to maintain its operations in India
- The unstable and volatile nature of relationship which India has with Pakistan and China as well as other host countries could potentially have with their neighbours poses the risk of military invasion and potential wars, which discourages investors away from MMT

2.1.1 b Economic Factors that Impact MMT Limited

Economic factors that could affect MMT include, changes in the rate of inflation, the FOREX, the interest rate, the GDP of the country, and the current stage of the economic cycle. These could affect the overall demand, the investment and the general business climate of the country. The economic factors are macroeconomic.

- The economic system that operates in the host nation's travel sector becomes an important factor for MMT. It's important to have the technical know-how of whether it is a monopoly, oligopoly or a perfect competition economic system
- The rate of GDP growth of a nation will have an affect how fast MMT can potentially grow in the near future in the nation
- India is one of the world's fastest growing economies with a GDP of 6.6% (World Bank, 2017) and second largest population in the world, hence a low per capita income, which makes it an attractive business destination as a large workforce with low wages can be employed as well as a large market base for MMT to sell its tours and travel solutions is available
- The interest rates of the nation can affect how much money investors are willing to put behind MMT and higher interest rates will cause more investment and a greater growth for MMT
- The efficiency of the financial market is also imperative to MMT, so it can raise capital at fair price, while also focusing on supply and demand
- The foreign exchange rates of the host nation MMT operates in would impact the profitability of the company, as MMT also engages in international trading. Currency stability of a nation is also of utmost importance, as factors that make a currency unstable could make international investors not wanting to risk their money into MMT

- A higher level of unemployment in the nation due to a downturn in their economy would mean a higher workforce at a lower price which could potentially reduce the overall cost at which MMT operates

2.1.1 c Social Factors that Impact MMT Limited

The socio-cultural factors of every country that MMT operates in are very diverse. The traditions, cultures, belief systems, values, racial and ethnic divide and diversity that each country contains as a whole community are varied. The impact of social factors is not only affects the business of MMT but also its marketing and advertising strategy in that country. Hence, an in-depth understanding of each customer base, their cultural norms, belief systems, religious sentiments, classes of societies and unspoken rules of living in harmony needs to be had. This would help design and curate products and services as well as marketing strategies to make the brand locally acceptable and appreciated.

- The demographics of the population in which MMT is operating in is essential. The age groups, the gender ratios, education and income levels could vastly impact what kind of services and pricing can be advertised to a certain group
- The class distribution among the population is very important: MMT will have to promote its premium and loyalty programmes to a class of the society which has a higher spending power to buy such luxury holidays and trips while a more competitive cheaper hotels and airlines options to lower and middle income households of the country

- The interests and needs and the priorities of the target market will also have to be kept in mind. The holidays and festivals of a country, the designing of holiday packages for families, catering to the needs of the older generations in the family. Specific needs of food and safety of women and kids also needs to be taken into account in different countries
- Every country has its social norms and traditions, hence a sensitivity towards these is very important for the success of MMT. Some countries may not appreciate couple packages holiday being advertised to unmarried couples, serving alcohol as a part of tour activity may also hurt some religious sentiments, serving of beef or pork could cause issues in certain nations. Hence MMT should be very careful to understand the socio-cultural roots that run deep in each country so as to not lose their connection with the target market of that country
- MMT should also be fully aware of levels of health standards and issues, reaction to committing fraud, customer dissatisfaction, reactions to harassment claims and importance of environmental protection are prevalent in the tourism sector of the country as well as expected from the company in the country they operate in. in the industry as a whole, and thus are expected from any company as they are seen as the norm

2.1.1d Technological Factors that Impact MMT Limited

Technology is rapidly changing every second, and can instantly change the price structure and competitive landscape of the E-commerce industry. Hence innovation should be the constant aim for MMT to stay abreast in the market. MMT as a pioneer completely redesigned the tourism industry in India by bringing it to the Internet hence the power of technology cannot be ignored.

- New entrants and start-ups in the tourism market enter with newer and more powerful softwares, technological breakthroughs like blockchain and Big Data analysis are such examples. Once they gain popularity and become the norm, MMT will need to gauge and monitor its popularity to understand how it could disrupt its revenue and how quickly it is growing. This would also need prompt action and investment into the software R & D to either match such technology or find innovative alternatives, as once patented, these technologies could become an unnecessary expense for MMT
- Can the new technology be easily imitated and adapted by other competitors of the industry. Hence even after investment into developing a new technology, its diffusion into other companies could make MMT lose its uniqueness
- If the MMT-unique improved technology can improve the product and service offering in a drastic manner, it would put its competitors at a disadvantage
- The cost of constantly updated technology on the bottom line of the company is a double edged sword. It could increase the revenue, which in turn could lead to re-investment into R & D for further technological innovation ensuring a future stream of profitability or it could even reduce the profits significantly if the competitors are keeping up with the innovations

2.1.1e Environmental Factors that Impact MMT Limited

The tourism industry of each country has its set laws and standards for environmental protection that need to be met by MMT to prevent any issues from the government, pressure groups and boycotts by customers because of a lack of regard for the environment.

The new age consumer is conscious and knowledgeable hence would prefer a more ethical business which cares about the environment and global warming.

- The current weather and climate change conditions could gravely impact MMT's ability to manage its outdoor excursions and also delivery of its resources and finished products. Tours could be affected by unexpected rainfall, some climate changes and disasters could make certain locations unsafe for tourists to visit
- Climate change would also cause customers cancelling flights and hotel bookings as bad weather does not permit a vacation-friendly weather. The warning of hurricanes and Tsunamis and Typhoons in the recent years has destroyed the scenic beauty and tourist destinations of many countries, hence rendering a lot of MMT's products and offerings completely useless due to the weather
- Some big hotel chains and airline companies produce very large amounts of wastes, whose disposal needs to be managed due to environmental laws placed by the countries, including pollution fines, which could indirectly put a financial constraint on MMT
- In case MMT or companies associated with them knowingly or unknowingly harm or contribute to the further endangerment of an already endangered species they may face problems from the law and country's government but also public shaming and boycott due to their unethical and inconsiderate practices
- Green energy usage should be considered by MMT, although expensive, it is supported by the government and now a knowledgeable customer base that may be willing to pay a higher price for eco-friendly tour and travel solutions

2.1.1f Legal Factors that Impact MMT Limited

Legal factors are also connected to the government that is in power at the time, but nevertheless in most countries the legal bodies are independent of the government interference and could affect MMT.

- Intellectual property (IP) laws, patent laws, data protection laws are, should be in place to ensure a company's innovation is benefiting them. If this is not protected, in cases where it could be imitated without repercussions or stolen, MMT would lose its competitive advantage in these countries
- Laws against discrimination, racial and gender bias, protection of the LGBTQ+ communities need to be in place to protect any unlawful activities against the employees of MMT. It is imperative that the human capital of MMT has been treated equally and fairly and no discrimination, hate crime or loss of opportunity occurs on the basis of gender, religion, caste, creed, sex or disability
- Health and safety laws as well as labour laws should be in place. MMT need to adhere not only to the legal standards of the country but also internally. As it ethical and social responsibility to maintain the health and well being, emotionally, psychologically and physically of its employees to maintain their full potential and also avoid employee turnover
- Laws are also placed in countries to ensure a certain level of reasonable pricing to prevent exorbitant ratings, unfair price fixings and market distortions. This also helps protects the customer and also smaller companies and travel agents from running out of business

Hence, MMT operates in a very dynamic environment which is influenced by constant changes in the regulatory framework for environmental factors, consumer spending habits, various social trends, governmental decisions, technology changes, increase in environmental activism and global warming awareness amongst consumers and the ever evolving legal system.

2.1.2 Market Analysis

2.1.2a Customer Analysis

MakeMyTrip has a wide customer base. Primarily it focuses on the Indian traveller and the non-residential Indians (NRIs) residing outside India. But with its expansion into other countries through franchising and opening local offices, it has expanded its customer base who are interested in their travel solutions for holidays in India.

Because of its E-commerce structure, the main customers it attracts are the tech-savvy individuals who are adept at using the internet. The younger generation is more comfortable and trustful of using websites to make purchases.

- Because of the wide variety of options available from low cost airfares to luxury holidays, all income levels are attempted to be targeted
- Indian middle class customers are mostly interested in pre-designed family vacations during the holiday seasons of summer breaks and festival
- The college going consumer base would like to design their own travel packages based on their convenience and budgeting
- Honeymoon packages for the newlyweds
- MICE packages for corporations and their employees
- High end tours and travel packages for consumers with a higher purchase power that are interested in travelling overseas
- Foreign travellers who would like to explore the culture and heritage of India
- Religious and pilgrimage tours for the older generations
- Themed tours for people who are trend followers
- Social media influencers who would like to go to scenic destinations for photography and social media businesses

The older customer base is also attracted by local offices and over the phone agents, who can explain their vacation packages to these customers face to face. As some consumers do not trust online money transactions and prefer human interaction.

2.1.2b Competitor Analysis

Major Competitors of MMT

The company competes with Yatra.com, cleartrip.com, travelguru.com, travevelocity.co.in, yatra.com, goibibo.com, traveloka.com, agoda.com, Cox & Kings, Kuoni India, Thomas Cook, Ezeego1 and trivago. Competition began since 2005 itself.

In 2012, there were international players as well like – booking.com and Expedia also entered the market. The need to be associated with an elite brand name made these a legitimate threat to MMT's positioning and branding in India, as the youth wants to be associated with flashier, international brands as compared to local homegrown companies.

Yatra.com

- Founded in 2006 in India. Their marketing strategy was to target market through TV and online. Catering to the older generation with their travel and tours packages to religious spots and pilgrimages. Yatra.com has over 1 million registered users with a sale of over 1,100 Crores. Yatra.com has got 10 offline offices in 10 major cities of India and has a market just below MMT

Cleartrip.com

- Cleartrip.com started in year 2006 by Hrush Bhatt. It has unique feature travel feature for both air and trains i.e. the air and train calendar which displays fares between destinations for upto 3-6 months ahead

Web Analytics Comparisons:

	<i>total visitors</i>	<i>average duration</i>	<i>pages per visit</i>	<i>rank</i>
Yatra	11.05	04:00	3.54	38
MakeMyTrip	37.59	04:46	4.38	16
Golbibo	4.02	05:34	3.21	40
ClearTrip	17.79	03:26	4.06	30
Expedia	1.58	05:08	3.51	225
SOTC	0.23	02:27	2.23	3137
ref: similarweb.com				

	<i>daily unique visitors</i>	<i>daily page views</i>	<i>daily income</i>	<i>web score</i>
Yatra	99901	184816	\$ 179	61%
MakeMyTrip	207466	500362	\$ 966	64%
Golbibo	124563	230441	\$ 222	51%
ClearTrip	88588	163887	\$ 158	47%
Expedia	22127	40934	\$ 26	24%
SOTC	8081	14949	\$ 10	43%
ref: freeseodoctor.com				

	<i>site loading time</i>	<i>score</i>
Yatra	8.43	70%
MakeMyTrip	4.21	84%
Golbibo	4.97	80%
ClearTrip	3.23	81%
Expedia	7.56	69%
SOTC	84.24	57%
ref: seositecheckup.com		

Customer Satisfaction Comparisons:

	<i>justdial.com</i>	<i>mouthshut.com</i>	<i>score</i>
Yatra	3.7	3.94	58%
MakeMyTrip	3.6	3.89	58%
Golbibo	3.8	1.97	27%
ClearTrip	3.7	1.90	30%
Expedia	3.7	1.28	8%
SOTC	3.7	2.89	67%

Figure 6 Comparison of MMT with its competitors (Dash and Sharma, 2018)

Porter's 5 forces

Porter Five Forces is a holistic strategy framework to analyze the present business competition. It helps to analyze the competitive attractiveness of the industry and overall profitability of the company in this market by focusing on the microeconomic factors. Hence, MMT can use Porter's 5 forces to develop a robust business strategy in the tourism industry and also explore more profitable service opportunities in this sectors:

Rivalry with Existing Competitors

- The intense rivalry and highly competitive pricing is slowly driving down the prices and decreasing the overall profitability of this industry
- Hence this takes a toll on overall long term profitability of MMT
- With a decline in its position as a market leader, it needs to come up with sustainable competitive advantages that will differentiate them from giants like Yatra.com and Cleartrip.com from taking over
- The R & D expenditure of MMT is not as high as its competitors but its advertising expenses have gone higher, hence this focus on marketing rather than innovation could hurt the company in the long run as its competitors could offer better substitutes at lower costs
- The foreign companies entering into the Indian market also have government support due to its open FDI policies, hence Expedia.com, Cox & Kings have also become familiar brands to the local Indian consumer

Threat of new entrants

- New hotels, travel & tours start-ups that are entering the market and wooing the travellers with their niche offerings focusing on providing low price strategies and new value propositions to attract customers
- The travel industry is a highly profitable one with the increase in the size of the Indian population and a growing middle class, hence it is constantly attracting new firms

- New entrants are a threat and will eventually decline the MMT profitability as they capture the market share
- MMT will have to build economies of scale to lower cost per unit
- Threat of brand equity and product differentiation not only by start-ups but also the new entrants coming from already established foreign companies into India.
- Newer entrants will also pollute the distribution channels as similar business model is being used to capture a similar market
- Governments may provide encouragement and incentives due to FDI attractiveness to these new entrants which may put them at an advantage by tax reduction, hence lowering their product and service costs making them a more attractive option
- More effective use of social media by these new entrants could push MMT into obscurity and make the brand obsolete
- MakeMyTrip Limited has to manage all these challenges and build effective barriers to safeguard its competitive edge

Threats of Substitute Products or Services

- Established OTAs like Yatra.com, Cleartrip.com offer a more specifically designed products like religious tours, holiday packages catered to retirees
- Foreign companies like Cox & Kings and Expedia are bringing in the brand equity and offer a better value proposition and more hassle free and convenient travel plans
- As brand loyalty stands on shaky grounds due to availability of large amounts of choices, customers could immediately switch to substitute if they offer a better pricing or travel choices. Hence MMT will need continuous innovation and cutting edge prices to keep the customers interested and coming back while also trying to attract the newer ones

- Startups usually start with lowered prices which attracts more customers, but MMT cannot afford to give into this pressure because it has a large number of employees and rental buildings and other expenses that are necessary monetary obligations, hence it could lose out to the cheaper substitutes
- The competition could also differentiate their product in a way that consumer choose it irrespective of the pricing, hence MMT might need to develop multiple products for each of its service offering to mitigate this factor
- Tours and Travel packages, Airline deals, Holiday packages with activities and excursions are easy to imitate and hence there is more availability of substitutes

Bargaining power of Customers

- Demands of buyers is growing due to increase in a number of options now available in the market
- Best offerings at a minimum pricing is putting a large pressure on MMT and hence their profitability
- The core customer base of MMT has a higher bargaining power and also have a higher their ability to seek increasing discounts and offers
- Although there is a large customer base for MMT, the concentration in the travel and tourism industry is becoming increasingly dense
- The customers now have a comprehensive choice availability at the click of the mouse, they can view all combinations of flights, hotels, tours prices and timings, offers available and requirements offered which suit their needs
- Indian customers are more price centric and not brand centric, hence a cheaper substitute will have more takers even if the higher price offers a better experience and comfort
- The customer relationship management and previous customer experience also empowers the buyer to be able to demand lower pricing as more choices means more alternatives and a loss of business for MMT

Bargaining power of suppliers

- MMT buys its products and solutions from numerous suppliers in the travel industry space
- Dominant suppliers can decrease the margins for MMT
- Bigger hotel chains and established holiday package owners use their negotiating power to get higher prices from MMT. This can hurt the bottom line of MMT
- With increase in the number of competitors in the tours and travel industry, suppliers could refuse to work with MMT or charge excessively for unique resources offered
- Some companies that were initially suppliers for MMT, vertically integrated to circumvent MMT and became their competition in the same space by offering their products at a slightly subsidized rates as the commission charged by MMT was no longer applicable

2.2 Internal analysis

2.2.1 SWOT Analysis

Objective

The main purpose of SWOT analysis is to identify the strategies that a firm can use to exploit external opportunities, thwart threats, and build its strengths, and remove its weaknesses (Tsitsiloni, Grigoroudis and Zopounidis, 2012).

Internal	Strengths	Weaknesses
External	Opportunities	Threats

Strengths of MMT Limited – Internal Strategic Factors

One of the leading companies in the industry. MMT has a large number of strengths which empowers it to thrive in the market. They help to protect its current market but also create barriers for the newer entrants.

- Good Returns on Capital Expenditure – MakeMyTrip Limited is relatively successful at execution of new projects and generated good returns on capital expenditure by building new revenue streams and on various projects in the past.
- Reliable suppliers – It has a strong base of reliable supplier of raw material thus enabling the company to overcome any supply chain bottlenecks.
- Highly skilled workforce through successful training and learning programs. MakeMyTrip Limited is investing huge resources in training and development of its employees resulting in a workforce that is not only highly skilled but also motivated to achieve more. It also has a diversified workforce, with people of many geographical, racial, cultural and educational backgrounds that help the company by bringing in diverse ideas and methodologies of doing things.
- Strong dealer community – It has built a culture among distributor & dealers where the dealers not only promote company's products but also invest in training the sales team to explain to the customer how he/she can extract the maximum benefits out of the products.
- Strong distribution network – Over the years MakeMyTrip Limited has built a reliable distribution network that can reach majority of its potential market.
- Automation of activities brought consistency of quality to MakeMyTrip Limited products and has enabled the company to scale up and scale down based on the demand conditions in the market.
- High level of customer satisfaction – the company with its dedicated customer relationship management department has able to achieve a high level of customer satisfaction among present customers and good brand equity among the potential customers.
- Distribution and Reach: MakeMyTrip Limited has a large number of outlets in almost every state, supported by a strong distribution network that makes sure that its products are available easily to a large number of customers in a timely manner.

- Cost Structure: MakeMyTrip Limited's low cost structure helps it produce at a low cost and sell its products at a low price, making it affordable for its customers.
 - Financial Position: MakeMyTrip Limited has a strong financial position with consecutive profits in the past 5 years, along with accumulated profit reserves that can be used to finance future capital expenditures.
 - MakeMyTrip Limited has a large asset base, which provides it with better solvency.
 - MakeMyTrip Limited has qualified and accredited professionals working under in its team.
 - Entering new markets: MakeMyTrip Limited's innovative teams have allowed it to come up with new products and enter new markets. It has been successful in past, in most of the initiatives it has taken in new markets.
 - Social Media: MakeMyTrip Limited has a strong presence on social media with more than millions of followers on the three most famous social media platforms: Facebook, Twitter and Instagram. It has high levels of customer engagement on these platforms with low customer response time.
 - Website: MakeMyTrip Limited has a well-functioning and interactive website that draws a large number of internet traffic and sales.
 - Product Portfolio: MakeMyTrip Limited has a large product portfolio where it provides products in a large range of categories. It has a number of unique product offerings that are not provided by competitors.
 - The geography and location of MakeMyTrip Limited provide it with a cost advantage in serving its customers, when compared to that with the competition.
 - MakeMyTrip Limited has a well-established IT system that ensures efficiency in its internal and external operations.
 - MakeMyTrip Limited owns a number of intellectual property rights that include trademarks and patents. These allow it exclusivity over its products and competitors cannot copy or reverse engineer them.
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- MakeMyTrip Limited is a brand that has been in the market for years, and people are aware of it. This makes its brand awareness high.
- Its products have maintained quality over the years and are still valued by customers, who find it as good value for the amount of money that they pay.
- Partnerships: Strategic partnerships are established by MakeMyTrip Limited with its suppliers, dealers, retailers and other stakeholders. This allows it to leverage them if need be in the future.

Weakness of MMT Limited – Internal Strategic Factors

Weakness are the areas where MMT can improve upon. Weaknesses can be analyzed using SWOT and improved on to build competitive advantage and strategic positioning.

- High attrition rate in workforce – compared to other organizations in the industry
MakeMyTrip Limited has a higher attrition rate and have to spend a lot more compare to its competitors on training and development of its employees.
- Financial planning is not done properly and efficiently. The current asset ratio and liquid asset ratios suggest that the company can use the cash more efficiently than what it is doing at present.
- Limited success outside core business – Even though MakeMyTrip Limited is one of the leading organizations in its industry it has faced challenges in moving to other product segments with its present culture.
- Need more investment in new technologies. Given the scale of expansion and different geographies the company is planning to expand into, MakeMyTrip Limited needs to put more money in technology to integrate the processes across the board. Right now the investment in technologies is not at par with the vision of the company.
- The marketing of the products left a lot to be desired. Even though the product is a success in terms of sale but its positioning and unique selling proposition is not clearly defined which can lead to the attacks in this segment from the competitors.
- Research and Development: Even though MakeMyTrip Limited is spending more than the average research and development expenditure within the industry, it is spending way less than a few players within the industry that have had a significant advantage as a result of their innovative products.
- High Day Sales Inventory: The time it takes for products to be purchased and sold are higher than the industry average, meaning that MakeMyTrip Limited builds up on inventory adding unnecessary costs to the business.
- Rented Property: A significant proportion of the property that MakeMyTrip Limited owns is rented rather than purchased. It has to pay large amounts of rent on these adding to its costs.

- Low current ratio: The current ratio that shows the company's ability to meet its short term financial obligations, is lower than the industry average. This could mean that the company could have liquidity problems in the future.
- The company has low levels of current assets compared to current liabilities, and this can create liquidity problems for it in operations.
- Cash flow problems: There is a lack of proper financial planning at MakeMyTrip Limited regarding cash flows, leading to certain circumstances where there isn't enough cash flow as required leading to unnecessary unplanned borrowing.
- Integration: MakeMyTrip Limited's current structure and culture have resulted in the failure of various mergers aimed at vertical integration.
- Diversification in the workforce: The workforce at MakeMyTrip Limited is concentrated with mostly local workers, and low amounts of workers from other racial backgrounds. Lack of diversification makes it difficult for employees from different racial background to adjust at the workplace, leading to loss of talent.
- Market Research: MakeMyTrip Limited has not conducted market research within the market that it serves since the past 2 years. As a result, it is making decisions based on 2 years old data, while customer needs may have evolved over time.
- High employee turnover rates: MakeMyTrip Limited has a higher employee turnover rate compared to competitors. This means that it has more people leaving the job, and as a result, it is spending more on training and development as employees keep leaving and joining. Competitive and qualified employees have been leaving the organisation in recent years, which could mean a shortage of good talent for the company in the upcoming years.
- Quality Control: MakeMyTrip Limited has a lower budget for its quality control department than competitors. This leads to lack of consistency and the possibility of damage to quality across its various outlets.
- Lack of legal experience and legal department employees are not highly qualified.

- A few products have a high market share, while most of the products have a low market share. This reliance on a few products makes MakeMyTrip Limited vulnerable to external threats if these few products suffer for any reason.
- The workload is a high per worker as there are fewer workers than the actual work required. This puts workers under psychological stress and is likely to be less productive. Worker morale is low due to company culture and politics that have grown in recent years.
- The decision making is highly centralized, and decisions by teams need to be approved by certain officials. This reduces efficiency in operations by making them more time consuming. It also leads to reduced innovation.
- The performance appraisal is not in a systematic manner. People are often not appraised for their performance. This leads to lower work morale and lack of promotion opportunities for employees.

Opportunities for MMT Limited – External Strategic Factors

- New trends in the consumer behavior can open up new market for the MakeMyTrip Limited . It provides a great opportunity for the organization to build new revenue streams and diversify into new product categories too.
- New environmental policies – The new opportunities will create a level playing field for all the players in the industry. It represent a great opportunity for MakeMyTrip Limited to drive home its advantage in new technology and gain market share in the new product category. Green government drive: this provides an opportunity for MakeMyTrip Limited for the sale of MakeMyTrip Limited's products to federal and state government contractors.
- Opening up of new markets because of government agreement – the adoption of new technology standard and government free trade agreement has provided MakeMyTrip Limited an opportunity to enter a new emerging market.
- The new taxation policy can significantly impact the way of doing business and can open new opportunity for established players such as MakeMyTrip Limited to increase its profitability.
- New customers from online channel – Over the past few years the company has invested vast sum of money into the online platform. This investment has opened new sales channel for MakeMyTrip Limited. In the next few years the company can leverage this opportunity by knowing its customer better and serving their needs using big data analytics.
- Internet: there has been an increase in the number of internet users all over the world. This means that there is an opportunity for MakeMyTrip Limited to expand their presence online; by using the internet to interact with its customers.
- E-commerce: There has been a new trend and a growth in sales of the e-commerce industry. This means that a lot of people are now making purchases online. MakeMyTrip Limited can earn revenue by opening online stores and making sales through these.

- Social Media: there has been an increase in the number of social media users worldwide. The three social media platforms; Facebook, Twitter and Instagram, have shown the greatest number of increase in monthly active users. MakeMyTrip Limited can use social media to promote its products, interact with customers and collect feedback from them.
- Technological developments: technology comes with numerous benefits among many departments. Operations can be automated to reduce costs. Technology enables better data to be collected on customers and improves on marketing efforts.
- There has been an increase in average household income along with an increase in consumer spending following the recession. This will result in growth in MakeMyTrip Limited's target market with new customers that can be attracted towards the business.
- Population: the population has been growing and is expected to grow at a positive rate for the upcoming years. This is beneficial for MakeMyTrip Limited as there will be an increase in the number of potential customers that it can target.
- Interest rate: Lower interest rates than compared to previous years provides an opportunity for MakeMyTrip Limited to undergo expansion projects that are financed with loans at a cheaper interest rate.
- Transport Industry: the transport industry has been flourishing in the past few years, and shows growth potential in the future. This has reduced the costs of transportation, which is beneficial for MakeMyTrip Limited as it will lower its overall costs.
- Tourism: growth in tourism is beneficial for MakeMyTrip Limited as it will provide new potential customers that it can target in order to gain market share.
- Skilled workers: increase in education and training by numerous institutes has increased the amount of skilled labor available within the country. This means that if MakeMyTrip Limited is able to hire skilled labor, it would have to spend less on training and development, therefore, saving costs.
- A number of new niche markets have opened up that are growing. MakeMyTrip Limited can sell products in these markets and take advantage.
- Globalisation: Increased globalisation does not restrict MakeMyTrip Limited to its own country. It can extend its operations to other countries, entering into these markets and making use of the opportunities that lie in these markets.
- Consumers within the industry are becoming more conscious of health, and this is a segment that is growing. MakeMyTrip Limited can take advantage by manufacturing products that are beneficial to customer's health.
- Trade barriers have been reduced on the import of goods. This will reduce the costs incurred on inputs for production.
- Regulations have loosened in recent years making it easier for businesses to carry out their operations.

Threats MMT Limited Facing - External Strategic Factors

- Growing strengths of local distributors also presents a threat in some markets as the competition is paying higher margins to the local distributors.
 - Imitation of the counterfeit and low quality product is also a threat to MakeMyTrip Limited's product especially in the emerging markets and low income markets.
 - Changing consumer buying behavior from online channel could be a threat to the existing physical infrastructure driven supplychain model.
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- Consumer tastes are changing, and this puts pressure on companies to constantly change their products to meet the needs of these customers.
 - New environment regulations under Paris agreement (2016) could be a threat to certain existing product categories .
 - As the company is operating in numerous countries it is exposed to currency fluctuations especially given the volatile political climate in number of markets across the world.
 - Increasing trend toward isolationism in the American economy can lead to similar reaction from other government thus negatively impacting the international sales.
 - Rising raw material can pose a threat to the MakeMyTrip Limited profitability.
 - Technological developments by competitors; New technological developments by a few competitors within the industry pose a threat to MakeMyTrip Limited as customer attracted to this new technology can be lost to competitors, decreasing MakeMyTrip Limited's overall market share.
 - Suppliers: The bargaining power of suppliers has increased over the years with the decrease in the number of suppliers. This means that the costs of inputs could increase for MakeMyTrip Limited.
 - New entrants: there have been numerous players that have entered the market and are gaining market share by gaining existing companies' market share. This is a threat to MakeMyTrip Limited as it can lose its customers to these new entrants.
 - Increasing competition: there has been an increase in competition within the industry putting downward pressure on prices. This could lead to reduced revenue for MakeMyTrip Limited if it adjusts to the price changes, or loss of market share if it doesn't.

- Political uncertainties in the country prove to be a barrier in business, hindering performance at times and making the business incur unnecessary costs.
- The fluctuating interest rates in the country do not provide a stable financial and economic environment.
- Regulations on international trade keep changing, and this requires compliance by companies if they are to operate globally.
- Substitute products available are also increasing, which is threat collectively for the whole industry as consumption of current products decrease.
- The rise in prices of fuel has increased in the input costs for MakeMyTrip Limited. These costs have also increased as other industries that provide inputs for this company also have suffered from increasing fuel prices, thereby charging more.
- Increased promotions by competitors have been a threat for MakeMyTrip Limited. On most media, there is more clutter than ever, and customers are bombarded with multiple messages. This reduces the effectiveness of promotional messages by MakeMyTrip Limited.

CHAPTER III

PRESENT MARKETING STRATEGY

3.1 STP Analysis

MMT STP

Table 1 MakeMyTrip STP

Segment	<p>Geographic: Mostly Indian Consumers and Indians living in countries outside of India</p> <p>Demographic: 20-50 year olds with a reasonable purchasing power</p> <p>Families looking for vacation and holiday packages</p> <p>Psychographic: Internet users looking for travel booking Younger consumers who are more comfortable with using the internet to book tours and travels</p> <p>Behavioural: Internet users that are trend followers and early adopters who embrace technology and enjoy a wide variety of holidays and package deal offers</p>
Target Group	<p>Millenials and Gen-Y: The young user base that is technologically savvy and has a growing purchasing power and believes in spending on experiences rather than materialistic things</p>
Positioning	<p>Positioned as India's most trusted online booking portal as well as Travelling consultant. A one stop shop at a click of a mouse</p> <p>Tag line: Dil toh roaming hai (The heart is always roaming) Positions it as travel companion to fulfill all your heart's desires</p>

3.2 7Ps of Service Marketing

3.2.1 Four P's of Service Marketing

Table 2 Four P's of service marketing

4 P's Analysis: Marketing	Description	Achievement
Product (Object)	International and Domestic Air Tickets Domestic and International Hotels and Holiday Packages Railway and Bus Tickets Private car and Taxi rentals MICE	Save Money Save Time Save Energy Convenience Travel Easier
Price (Objective)	Best Price Offers to Customers displayed No middleman involved Customers can choose as per budget and income Affordable to all classes of customers	Best deals Affordable Quickly available
Place (Organization)	E-Commerce: B2C B-Commerce:B2B (Travel agency) 24/7 Customer Care Support. Local offices in 20 cities of India 2 Int' offices in NY and SF [Internet portals, Offices, Franchises]	No queues Anytime Anywhere Anyplace
Promotion (Operations)	On all Social Media: FB, Twitter, Youtube, News papers, Magazines Sales promotion: Festival discounts Round trip tickets discount Best Deals of the month Special offers to different travel destination	Online website Travel agent Communication Awareness

3.2.2 Three P's of Service Marketing

Table 3 Three P's of service marketing

3 P's	Description
People	Self-service marketing: No direct human interaction Travel agents: Distributors and Dealers 24/7 Customer care service agents Employees and staff
Physical Evidence	Customer Care Services: Booking, Cancellation, Printing e-tickets, Checking refund status, Make a payment National and Int' Offices Travel agent's office E-mail and SMS Confirmations Ratings and Testimonials
Process	Easy and Simple process – Choose destination – Mode of Travel – Date, time and availability – Price comparison – Traveler information – Select payment options – Confirm details – Receipts MMT mobile app.

CHAPTER IV

MARKET RESEARCH

Customer Survey Analysis

Recently MMT has garnered a lot of negative press due to its merger with Ibibo.com in 2016 with many hoteliers requesting to honor the bookings made through their website.

There have also been a spate of negative reviews and a plethora of negative review online and bad electronic word of mouth due to bad customer service and various issues that customers have encountered after booking their travel with the company.

There have been recent cases of rude behaviour by customer service representatives, unresponsiveness of the company when contacted, change in itineraries, not following through with the plan promised, tour guides not showing up, refunds not been granted to customers, hotels not accepting the bookings made through their website, fraudulent issuance of visas and other documents and many more. [News articles and customer reviews: Appendix B]

Hence, A Customer Satisfaction was conducted which included 50 respondents to get a better understanding of customer perception about the brand MMT and their services.

The questionnaire was divided into 5 sections: Respondent information, Website Usage, Travel services, Accommodation services and Overall satisfaction. [Appendix A]

CHAPTER V

RESULTS AND FINDINGS

The following results were obtained from the survey

5.1 Identifying Customers

Are you:

50 responses

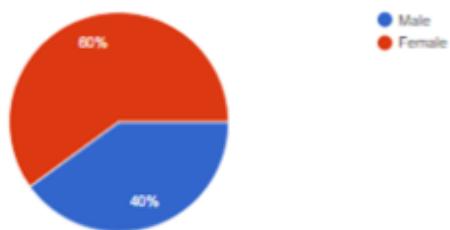


Figure 7 Pie chart showing the gender of the respondent

Marital status:

50 responses

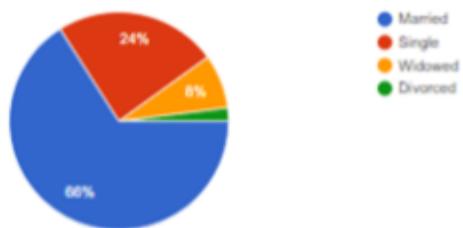


Figure 8 Pie chart showing the marital status of the respondents

What age group are you in?

50 responses

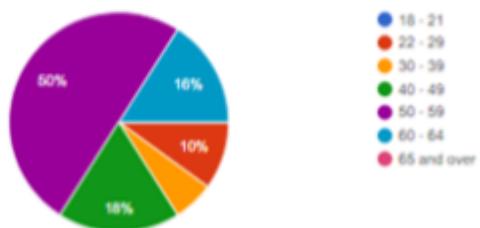


Figure 9 Pie chart showing the age group of the respondents

Where do you live?

50 responses

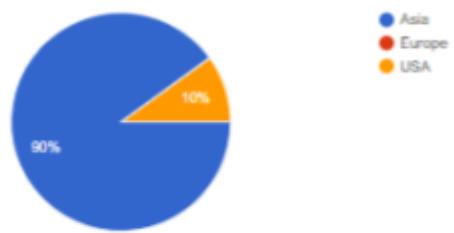


Figure 10 Pie chart showing where the respondents live

What is your occupation?

49 responses

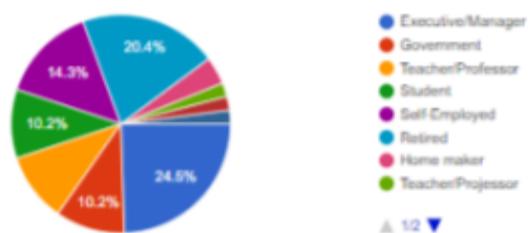


Figure 11 Pie chart showing the occupations of the respondents

Why did you choose us over other travel agents?

50 responses

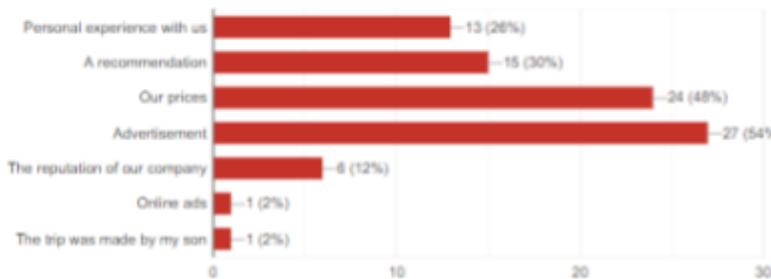


Figure 12 Bar chart showing why did the respondents choose MMT

Which method did you use when ordering from us?

50 responses

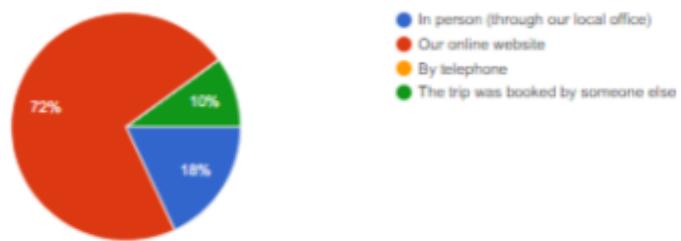


Figure 13 Pie chart showing which method was done by the respondent when ordering from MMT

Were you offered the following services prior to travel?

50 responses

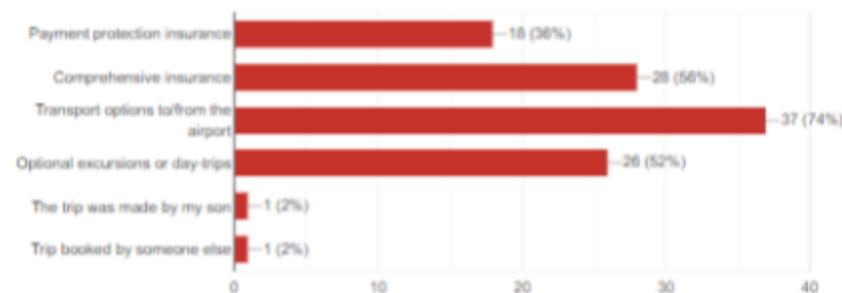


Figure 14 Bar chart showing which services were offered to the respondents prior to their travel

Prior to your recent visit, have you used our services before?

50 responses

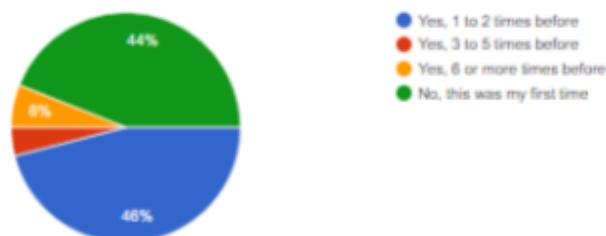


Figure 15 Pie chart showing whether the respondents have used MMT services before

How likely is it that you would recommend us to a friend or colleague?

50 responses

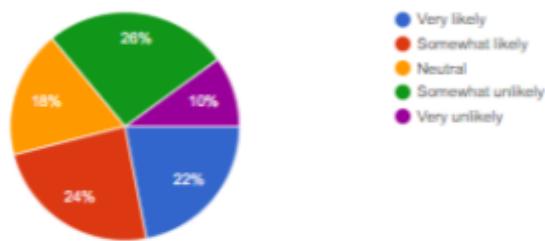


Figure 16 Pie chart showing how likely the respondents would recommend MMT to other people

How likely is it that you would use our services again?

50 responses

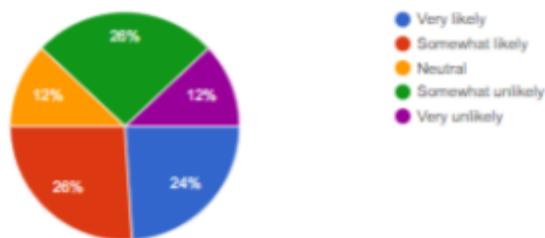


Figure 17 Pie chart showing whether the respondents would use MMT services again

Please share any suggestions for improvement

5 responses

Horrible. Everything was not as expected. The timing was off, the day-trips were a waste of time, everything was just bad

Everything was good except for the timing

Prices at times are not competitive

Some flights of low cost airlines not listed in your list

Worst customer service ever

Figure 18 Box showing comments suggested by some respondents to MMT to help them improve

Observations

60% of the respondents were females

66% of the respondents were married and 24% were single

50% of the respondents were in the age group 50-59 and 18% were in the age group 40-49

90% of the respondents reside in Asia

24.5% of the respondents were executives/managers and 20.4% were retired

54% chose MakeMyTrip due to the advertising and 48% for its pricing, 30% also chose it because of recommendations from family and friends

72% made the bookings through the website, 18% visited the local office

74% were offered to/from transportation options for airport

46% had taken a trip or two with MMT before and for 44% this was their first time

22% said they were very likely to recommend MMT to their friends or colleagues, 24% said they were somewhat likely while 22% said they were somewhat unlikely to do so.

50% would consider using the MMT service again, 26% said they were somewhat unlikely and 12% were very unlikely to do so

Analysis

Hence a majority of the customers were females, in the age group of 50-59 and mostly residing in Asia. Many chose MMT mainly for its advertising and pricing and some also through word of mouth. A majority used the website to make the booking and an average amount would recommend the MMT services to their friends and family. While half of them would consider using MMT again, there is a good chunk of respondents who would not want to come back to MMT.

5.2 Website Usage

Overall, the website was able to meet all your needs

49 responses

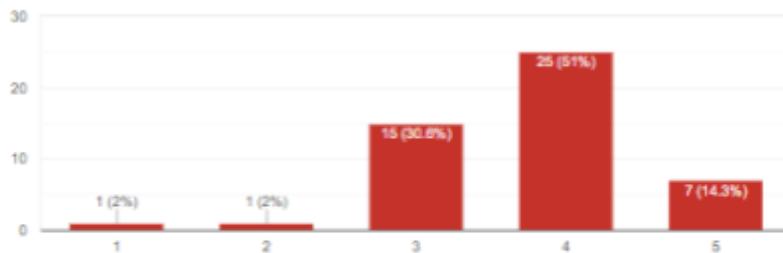


Figure 19 Bar chart showing how well the website met the respondents needs

You were able to find what you were looking for easily

49 responses

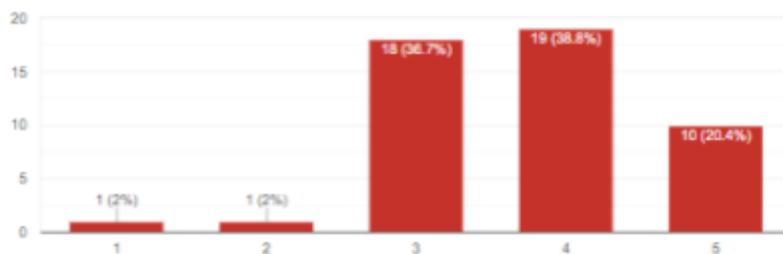


Figure 20 Bar chart showing whether it was easy for the respondents to find what they were looking for on the website

The website was easy to navigate and took an appropriate amount of time

49 responses

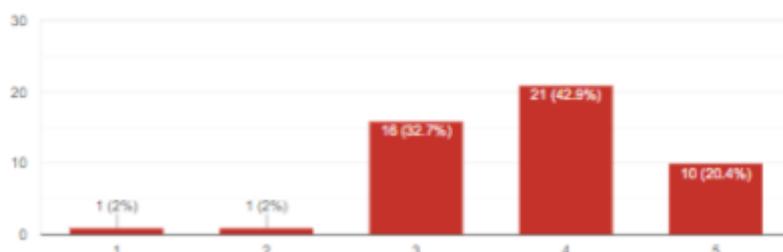


Figure 21 Bar chart showing how fast and easy it was for the respondents to navigate the website

It was easy and clear to understand all the information available

49 responses

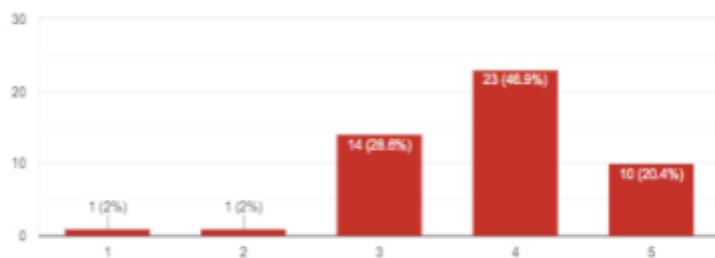


Figure 22 Bar chart showing how easy and clear it was to understand the information available by the respondents (5 = strongly agree, 1 = strongly disagree and 3 = not applicable)

You trusted all the information available on the website

49 responses

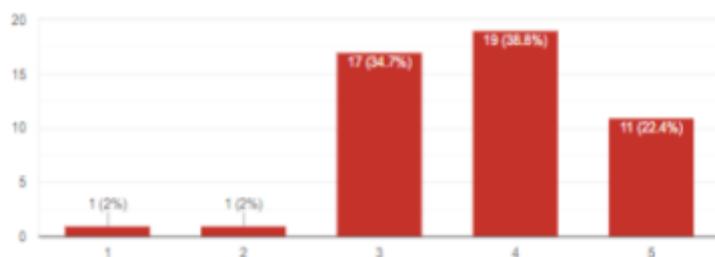


Figure 23 Bar chart showing whether the respondents trusted the information on the website or not (5 = strongly agree, 1 = strongly disagree and 3 = not applicable)

You will recommend this website to friends, family or colleagues

49 responses

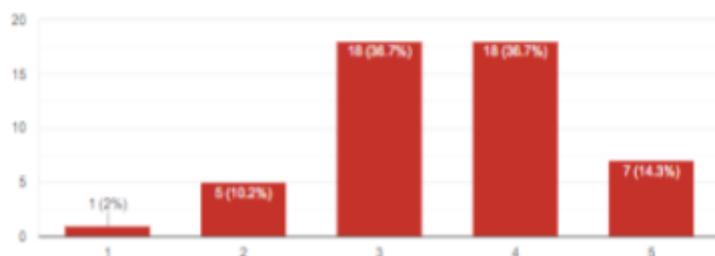


Figure 24 Bar chart showing how well will the respondents recommend the website (5 = strongly agree, 1 = strongly disagree and 3 = not applicable)

Observations

51% respondents agreed that the website was easy to use. While 14.3% strongly agreed with it

38.8% respondents agreed that they were easily able to find what they were looking for, while 20.4% strongly agreed

42.9% agreed that the website was easy to navigate and took an average amount of time while 20.4% strongly agreed

46.9% agreed that information was clear and easy to understand and 20.4% strongly agreed

38.8% agreed that they trusted the information on the website while 22.4% strongly agreed

36.7% agreed that they would recommend this website to their friends and family, 14.3% strongly agreed while 10.2% disagreed about it

Analysis

Overall the website usage and navigation was found simply by the majority of the respondents. The information on the website was clear and took an average amount of time to use and a majority of the respondents trusted its information and would likely recommend the website to their friends.

5.3 Travel Services

How would you rate the overall quality of the bus/flight services provided to you?

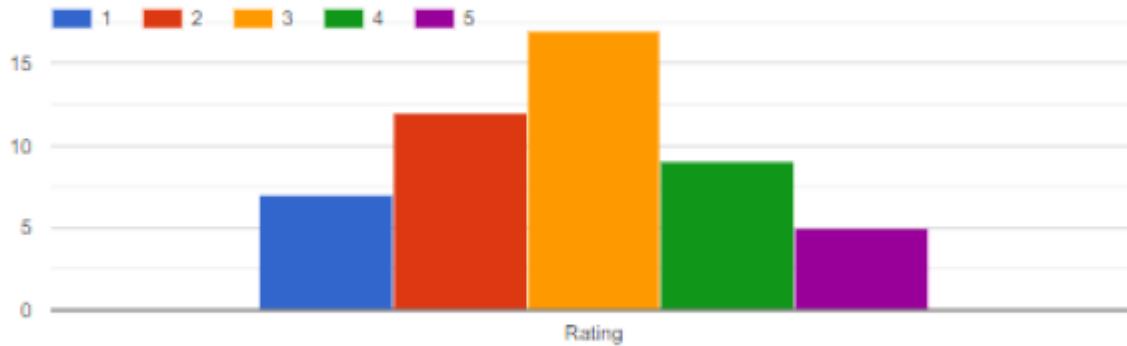


Figure 25 Histogram showing the respondents rating of the overall quality of the bus/flight services that were provided to them (1 = excellent and 5 = worst)

Time of loading speed and departure

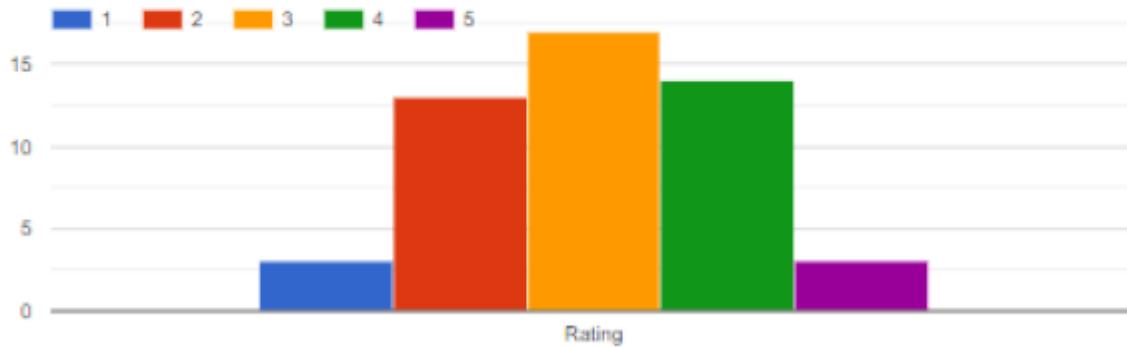


Figure 26 Histogram showing how the respondents rated the time it took for their departure (1 = excellent and 5 = worst)

The friendliness and attitude of the crews

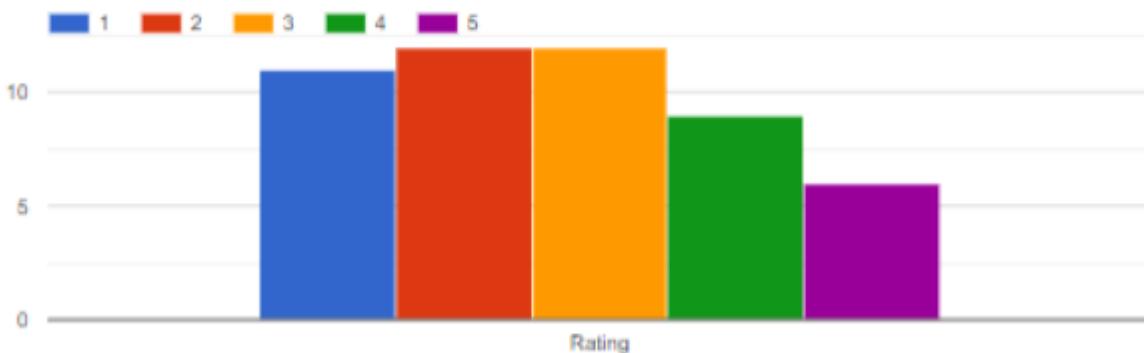


Figure 27 Histogram showing how well the respondents rated the friendliness and the attitude of the crews (1 = excellent and 5 = worst)

Refreshments provided on the bus/in-flight services

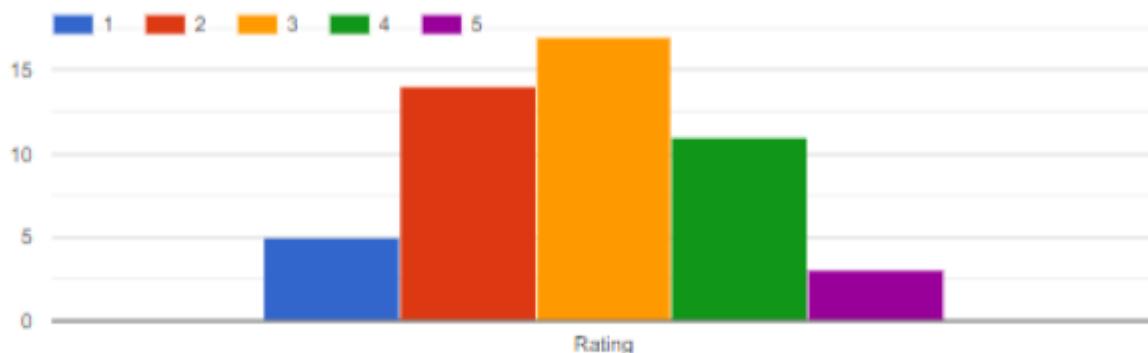


Figure 28 Histogram showing the respondents ratings of the refreshments that were provided to them on the bus/in-flight (1 = excellent and 5 = worst)

Observations

Majority of respondents rated the overall quality of their bus/flight travels as good and very good

34% of respondents rated the time of loading speed and departure as good but 28% rated it as bad

Majority of the respondents were satisfied with the attitude and friendliness of the crew but 18% rated them as bad

Majority of the respondents were satisfied with the refreshments provided in-flight or in bus but 22% rated that service as bad

Analysis

A majority of the respondents were satisfied with their travel services, there was a significant dissatisfaction in time of loading and departure and the refreshments quality.

5.4 Accommodation Services

How would you rate the overall quality of your accommodation?

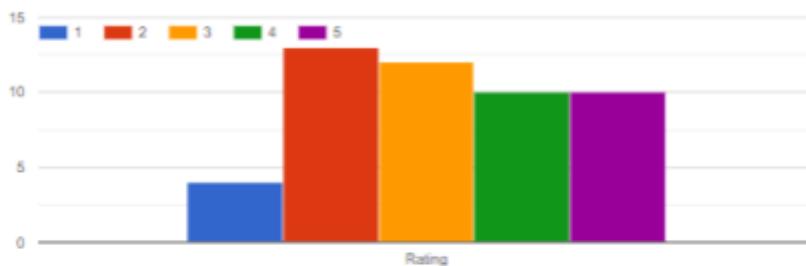


Figure 29 Histogram showing the respondents rating of the overall quality of their accommodation (1 = excellent and 5 = worst)

The facilities in general available at the hotel/lodge

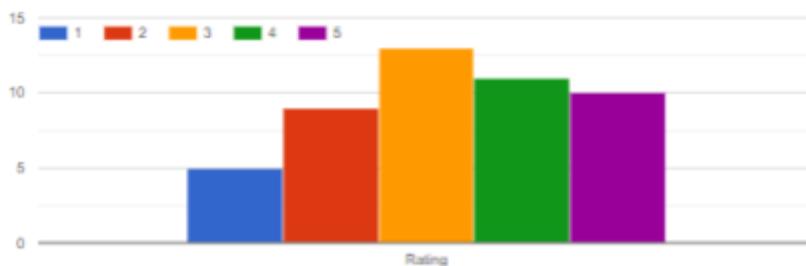


Figure 30 Histogram showing the respondents rating of the facilities available in the hotel/lodge that they stayed in (1 = excellent and 5 = worst)

The quality of your room(s)



Figure 31 Histogram showing the respondents rating of the quality of their rooms (1 = excellent and 5 = worst)

The quality and variety of the food on offer including any special needs or requests

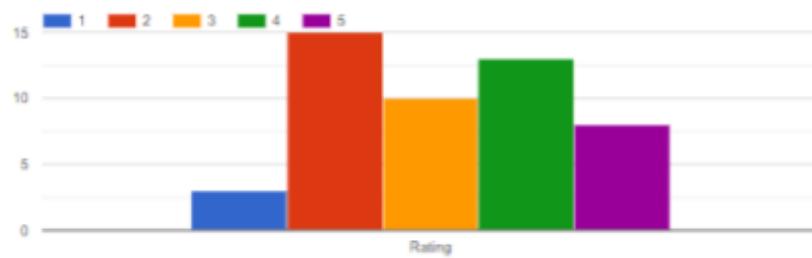


Figure 32 Histogram showing the respondents rating of the quality, variety of food and special needs/requests (1 = excellent and 5 = worst)

The attitude and service from hotel staff

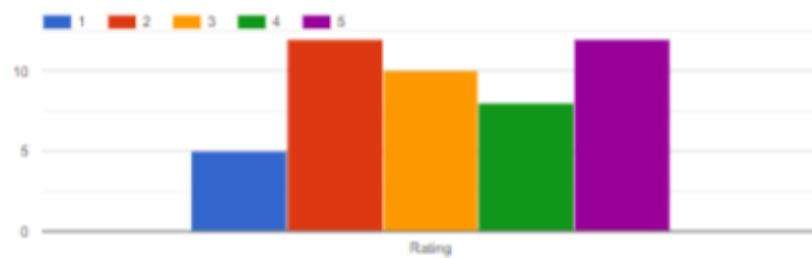


Figure 33 Histogram showing the respondents rating of the attitude and service of the hotel staff (1 = excellent and 5 = worst)

Hygiene and cleanliness of the hotel

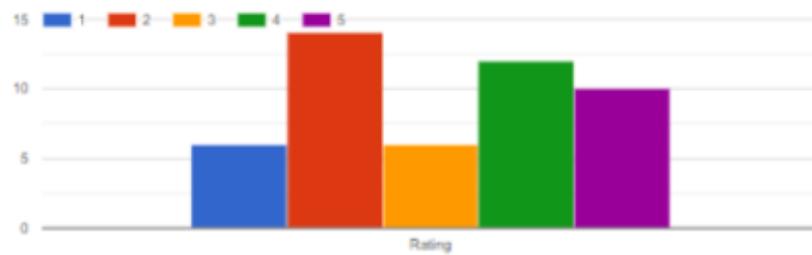


Figure 34 Histogram showing the respondents rating of the hygiene and cleanliness of the hotel (1 = excellent and 5 = worst)

Hotel services: WI-FI, tour services, first-aid and room service

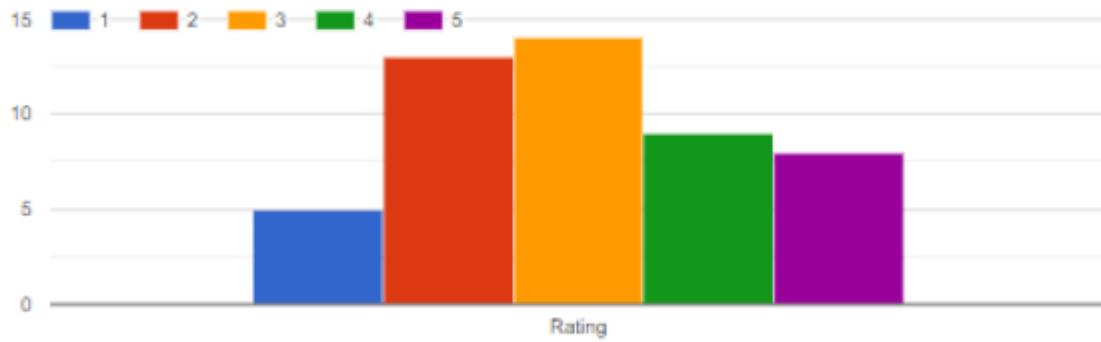


Figure 35 Histogram showing the respondents rating of the hotel services (1 = excellent and 5 = worst)

Transportation and accessibility to and from the hotel

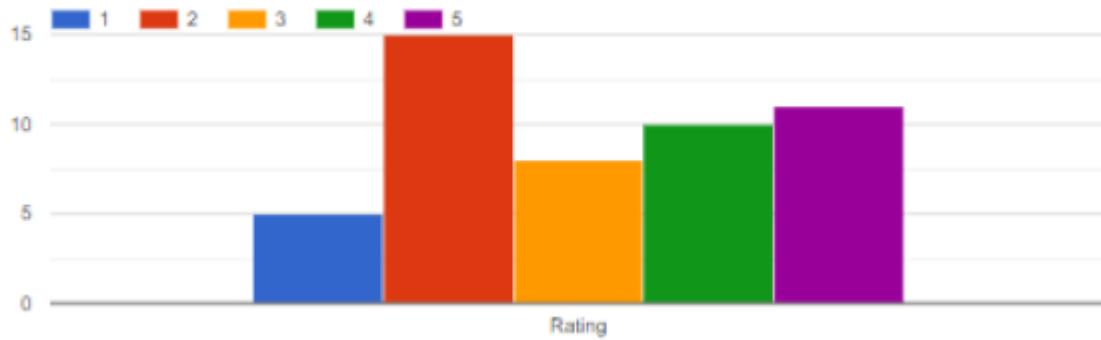


Figure 36 Histogram showing the respondents rating of the transportation and accessibility to and from the hotel (1 = excellent and 5 = worst)

Observations

While 60% of the respondents were satisfied with the overall quality of their accommodation, while 20% rated it as bad and 20% rated it as worst

While 58% were generally satisfied with the facilities available with their accommodation, 42% rated their facilities as bad and worst

42% were also not satisfied with the quality of the rooms provided to them

While 56% were generally satisfied with the food services of the hotel, 26% rated it as bad and 16% rated it as worst

60% were satisfied with the staff behaviour and attitude, 40% rated it from bad to worst

44% were also not happy with the hygiene and cleanliness of the hotel

66% were satisfied with the in-house services of the hotel (wifi, etc)

42% were also unhappy about the transportation and accessibility to and from the hotel

Analysis

The accommodation services were clearly not upto the mark for many respondents, The room quality, hygiene problems, staff attitude and the transportation were some major areas of dissatisfaction for them.

5.5 Overall Satisfaction

How entertaining was the overall experience of the tour?

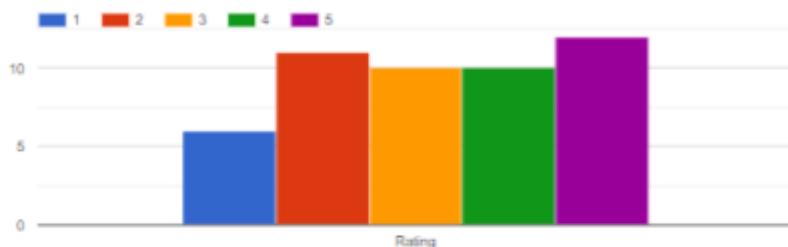


Figure 37 Histogram showing the respondents rating of how entertaining the overall experience of the tour was (1 = excellent and 5 = worst)

How was your overall experience with the tour guide?

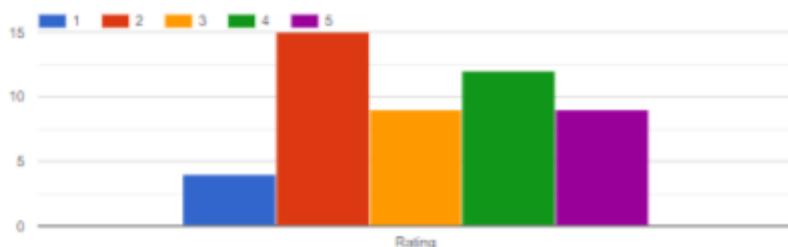


Figure 38 Histogram showing the respondents rating of the overall experience with the tour guide (1 = excellent and 5 = worst)

Our customer service representative get back to you in a timely manner?

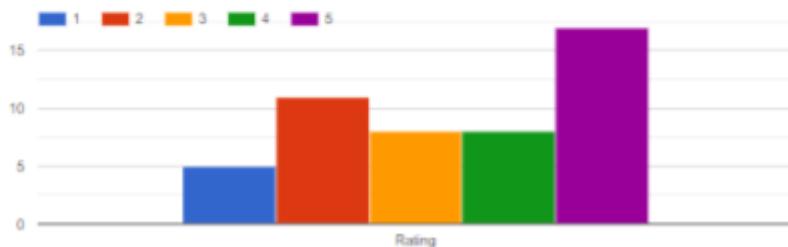


Figure 39 Histogram showing the respondents rating of the time the customer service representative took to get back to them (1 = excellent and 5 = worst)

How would you rate your overall level of satisfaction with us?

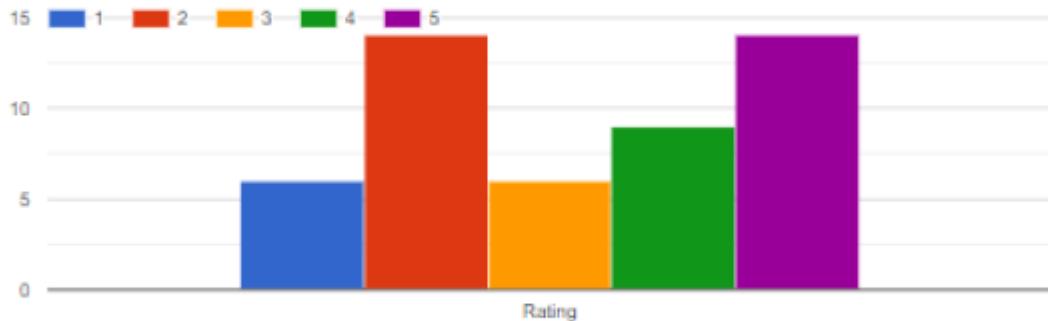


Figure 40 Histogram showing the respondents rating their overall level of satisfaction with MMT (1 = excellent and 5 = worst)

How would you rate the price/value of the products/services provided?

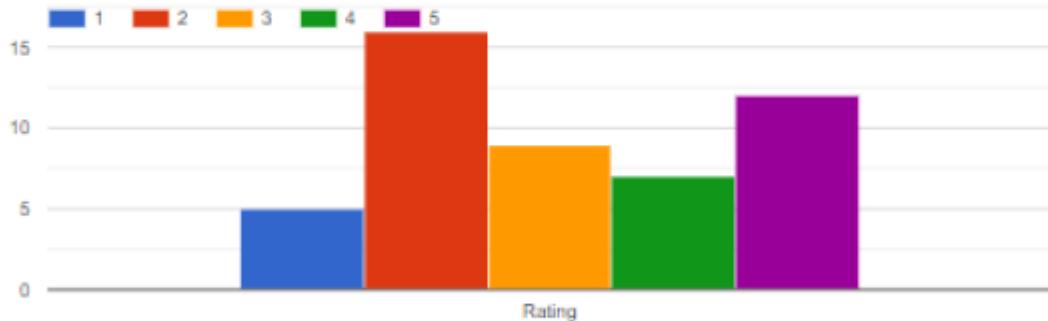


Figure 41 Histogram showing the respondents rating the price/value of the products/services that were provided to them by MMT (1 = excellent and 5 = worst)

Observations

56% were overall quite satisfied with their overall tour entertainment experience while 44% rated it from bad to worst

58% were generally happy with their tour guide, 42% did not enjoy the experience

50% of the respondents were not happy with the customer service staff response time

54% were overall satisfied with their experience with MMT, 46% rated their experience from bad to worst

62% were satisfied with the overall pricing of the service and products provided to them, 38% believed they were on the pricier side

Analysis

A large number of respondents were not overly satisfied with the services provided, the glaring issues included that of the tour guide, mainly the customer service response time and their tour experience.

Result

Based on the customer service analysis, it can be inferred that although customers do enjoy the holiday tours and travel solutions by MMT. There are issues with the accommodations, regarding meals, attitudes of crew members, problems with customer service, tour guides which causes the overall satisfaction level of customers with MMT which can cause a negative image creation and these customers may look for other agencies to book their holidays next time and through negative word of mouth cause a loss of newer customer base for MMT. Hence these problems need to be issued.

CHAPTER VI

ISSUES AND CHALLENGES WITHIN MMT

6.1 Problems Within MMT

- Customer service representatives are rude and also unresponsive even after many attempts made to contact them which frustrates and angers the customers
- Refunds are not made even sometimes involving very large amounts of money even after several attempts to contact and sometimes refunds may take upto a few months or in some cases customers do not get their money back at all
- The tours and travels bookings made and planned are not followed sometimes and the tour guides do not show up on time. Furthermore, reservations may be abruptly cancelled without informing the customers
- During peak holiday season, some hotels may refuse to honor bookings made through the website to their hotels, as people who can walk-in and directly book through them can be charged more, making those more profitable for the hotel rather than the MMT booking guests. Hence this also caused MMT's branding to take a hit with them being labelled as "RuinMyTrip" on various social media platforms
- The money spent by MMT on its non-air businesses and discounts and customer loyalty programs to retain their customer base amongst growing competition is hurting their bottom line
- Because of the commission charged by MMT on the bookings made, most money paid by the consumer is shared by MMT and the travel agent and very less reaches the hotels, hence the hotels do not like to associate with MMT or honor bookings of customers who have made them through the MMT website
- International trips are sensitive to currency fluctuations, and customer payments are based on the country which they are travelling to, hence the customer might be subsidizing all costs for various foreign currency exchanges making the travel very expensive than if it was booked independently without an OTA channel

- There have been a few cases where the visa or the tickets issued to the traveller turned out to be fake. Or the hotel in which the bookings were made were non-existent, which sheds light on the serious lack of verifications and stringent checks that should have been in place to avoid such awful customer experiences
- The MMT website often stores extensive amount of information on customers, including address, ID documents, immigration data, credit card information. Unfortunately, some cases of hacks have also been brought in the news. A traveller had, both credit card information and reservation details, which include personal details, accessed by the hackers
- After the MMT and Goibibo merger in 2016, they captured 60% of the Online travel agency market space. Federation of Hotel & Restaurant Associations of India (FHRAI), a hospitality body, put MakeMytrip and Goibibo on notice in response to grievances expressed by several of its hotel members. The issues included, distortion of market price, the demand for exorbitant commissions and the hosting of illegal and unlicensed Bed and Breakfast accommodations
- Exploitative, unethical and divisive techniques used by this market giant led to price distortions in the hotel industry, which could potentially harm the consumers and hoteliers
- In some cases, after securing discounted rates from a hotel, MMT further discount it on their online website without informing the hotel. This damages the hotel's reputation, and also distorts the market scenario
- They have also been accused of legitimising the unlicensed Bed & Breakfasts, lodges or accommodations by promoting them on their sites and apps which disrupts the business of organized and legitimate hotels and hotel chains

- Marketing and advertising are seriously putting a dent on MMT's profit. Because of the growing competition, the rise in the purchase power of the Indian middle class, increased usage of e-commerce websites and smartphone usage. This aggressive advertisement has costed them a large chunk of their revenue hence reducing the profitability of the company and its attractiveness to investors.

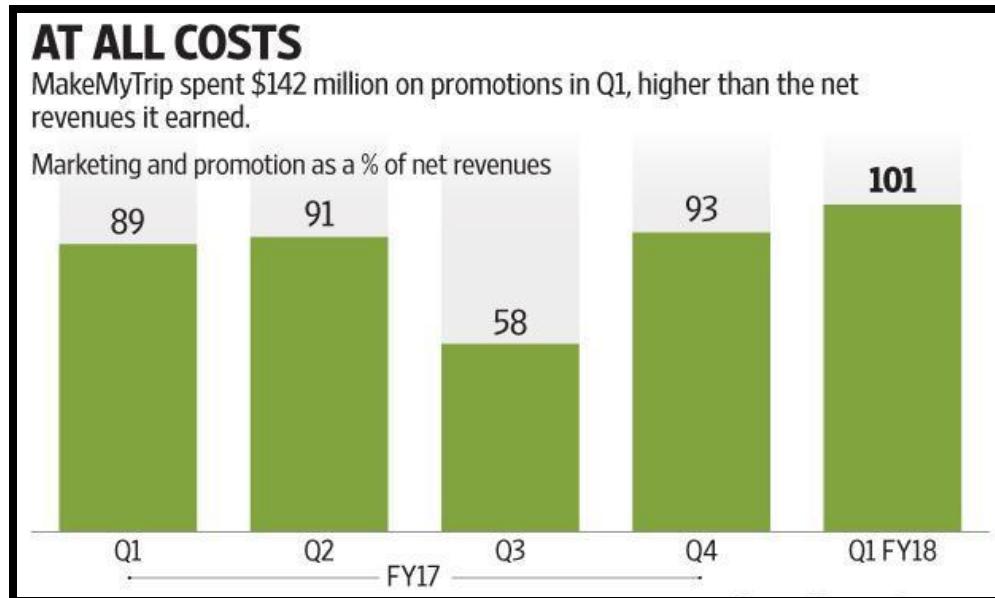


Figure 42 Marketing and promotions as percentage of net revenue (Phocuswright.com, 2019)

6.2 Problems outside MMT

- New tours and travel start-ups are now focusing on niche holidays package ideas and are attracting customers with more options and discounts
- India does not have a variety of chain hotels like the West and most hotels still operate in a traditional manner and are not found online
- The travel infrastructure of the country is weak and does not support a variety of vacation packages as roads are not well made, train connections are inadequate and there is also a lack of budget hotel chains like AirBnb in India

- Less than 2% of Indians have credit cards, compared with 8% in China, as per a World Bank estimate. India's Internet base comprises of 29.5% of the population which is less than 10% penetration. That's 39.6 million people approximately who use the internet as of 2016 (WHO)
- Biggest challenge for MMT is not only the online competition but also the offline travel and tour operators, like Cox & Kings and Thomas cook which operate a larger variety of tours and travel packages
- The smaller new start-ups are focused on smaller areas like weekend trips, adventure trips, last minute vacation ideas. They have entered the market in conjunction with cab services that are also new to the Indian market like Ola and Uber. These include startups like OYO Rooms, Treebo, Airbnb, Travel Triangle, Expedia, Trivago and many more

CHAPTER VII

PROBLEM STATEMENT

Through customer survey analysis & findings as well as by observation of the Indian OTA market space scenario, some problems have been identified which need rectification and a closer look to have effective planning and strategy to solve them so that MMT maintains the lion's share in the travel industry market

People, Process and Positioning issues

- Customer Service Staff Issues: Rude, non-responsive, delay in resolving customer issue or query
- Other People Issue: Lack a system to track timely customer follow up
- Process issues: No proper itinerary followed, no refunds, booking cancellations, fraudulent visas issued
- Positioning issues: Bad Press coverage and negative e-WOM: Loss of trust as the most preferred OTA

Hence the people and process issues are affecting the position of MMT as the most trusted and preferred OTA.

CHAPTER VIII

DISCUSSION AND RECOMMENDATIONS

The focus for MMT should be on solving people and process issue as well as work on repositioning its brand to retain its current customers but also attract newer consumers.

Solutions

I. A Weighted SWOT analysis of MakeMyTrip Limited:

The Threats and Weaknesses of MMT can be strategically used to amplify the strengths and opportunities. Managers at MMT can weigh the internal strengths and weaknesses of the organization against the external threats and opportunities to create plans and solve problems which could impact the company's future and profitability.

Weighted SWOT Analysis	Strengths <ul style="list-style-type: none"> • Strong distribution network with large no. Of outlets • Lower cost structure • Strong financial position. • Skilled labour force • Establishes social media presence 	Weaknesses <ul style="list-style-type: none"> • High proportion of MMT property in use is rented hence high rental charges • Lower cost spent on R and D as compared to competitors • High employment turnover hence low employment morale and motivation • Liquidity problems and cash flow issues
Opportunities <ul style="list-style-type: none"> • Increase in internet users. Growth in E-commerce • Increase in social media users worldwide • Increase in purchase power of the average consumer • Growth in environment friendly products and government support for eco-friendly products and services • Low interest rates hence opportunities for large projects. Inflation rates in the economy is also low. 	SO Strategies <ul style="list-style-type: none"> • Increase marketing to attract consumers to spend • Use social media to attract customers for websites • Develop eco-friendly and innovative products at low costs, sold at lower prices • Offer discounts to increase sales volume and its feasible due to low inflation and cost. 	WO Strategies <ul style="list-style-type: none"> • Finance ownership of property through the low interest rates to increase assets • Increase payrolls, provide incentive packages and employee benefits to reduce employee turnover. This is possible at current low costs.
Threats <ul style="list-style-type: none"> • New entrants coming into the market • Devaluation of exchange rates • Rising fuel prices • Competition within industry is increasing • More substitute products now available 	ST Strategies <ul style="list-style-type: none"> • Using a strong distribution network to reach out to customers and fight off new entrants into the market • Invest in IP to compete with increasing competition • Innovation team to find cheaper fuel alternatives to reduce costs 	WT Strategies <ul style="list-style-type: none"> • Increase spending on R and D to enable MMT to get a better edge against competition • Provide incentives, increase engagement, provide better work environment to retain human capital to prevent them from joining the competitors.

Figure 43 Weighted SWOT Analysis of MakeMyTrip limited (Author, 2019)

II. An improved business model:

Although MMT has a very simplistic business model of a B2C approach through its online portal and offline travel agency offices, customer satisfaction does not end at transaction made on the website and is a more complicated process than that as holidays are experiences and not tangible objects. Hence the author would like to propose a new business model. With a more customer focused approach and stringent management of front hand and back hand operations, MMT can improve its process issues.

New Blueprint Model of MMT

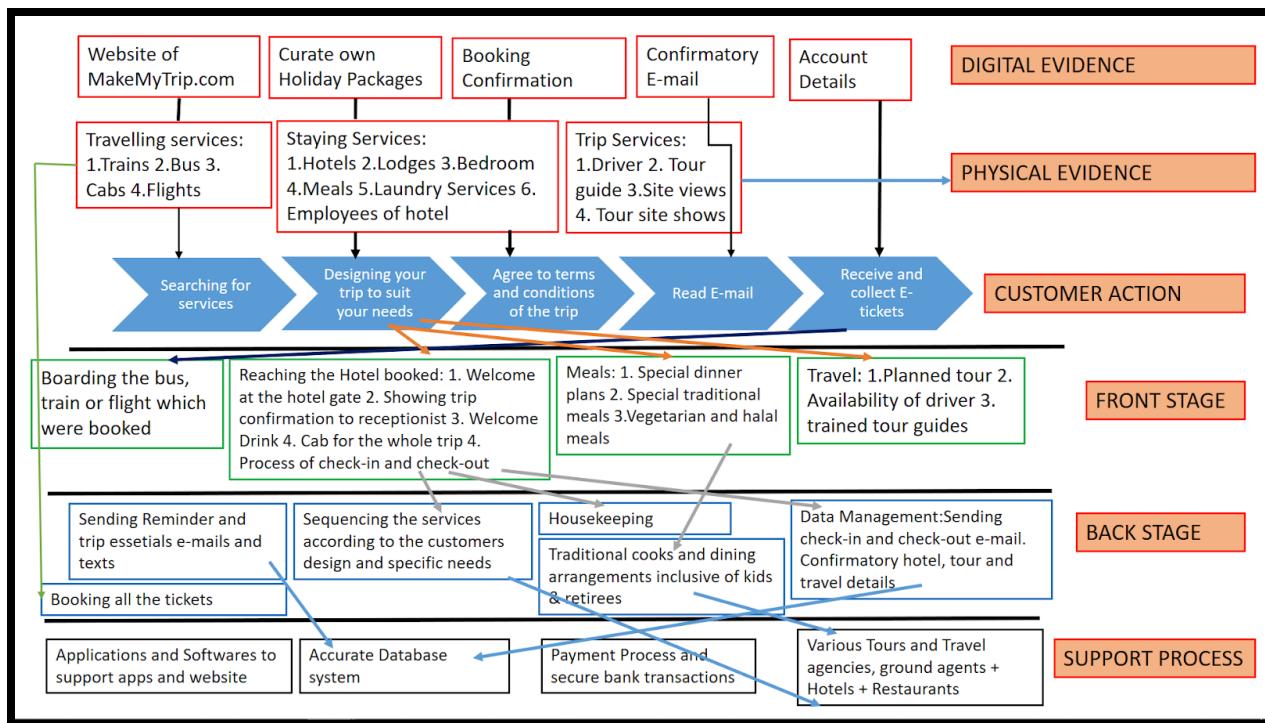


Figure 44 New blueprint model of MMT (Author, 2019)

III. A new Service marketing flower:

The core services offered by MMT are also supported by supplementary services that facilitates and enhance the use of the core services (Lovelock & Wirtz, 2016). Hence to provide customers with a more comprehensive experience to motivate them to come back in the future and make more purchases it is important that the core services are supplemented to increase client satisfaction. In the case of MMT, its core services include all the travel and tours solutions it provides to its customers and supplementary services are in two parts: enhancing supplementary services and facilitating supplementary services (Lovelock, Patterson, & Chew, 2009). Enhancing supplementary services include: safekeeping, consultation, expectations, and hospitality. While, facilitating supplementary services include payment, billing, order-taking, and information (Hashem, 2017). Thus all 8 petals will help the use of MMT's core product and differentiate it from its competitors due to value addition by providing the customer a total and immersive service experience.

Hence, the author would like to suggest a new service marketing flower for MMT.

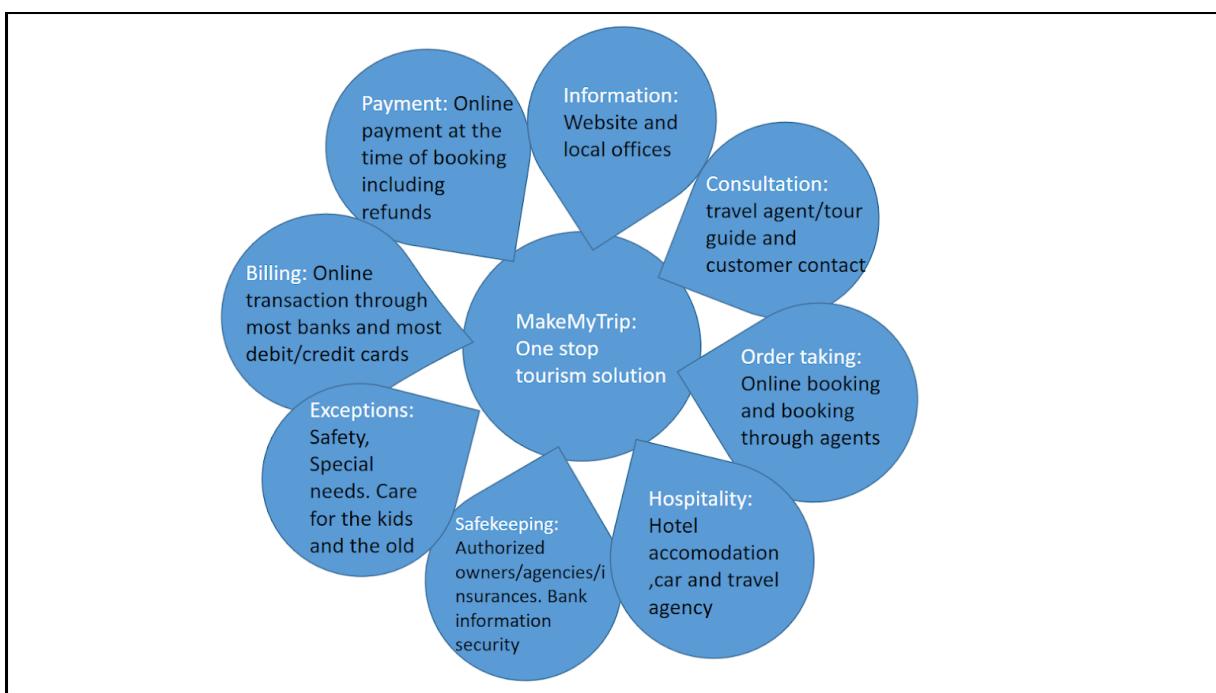


Figure 45 New service marketing flower for MMT (Author, 2019)

IV. Service Recovery: Improving the customer service and support

Service recovery actions will need to be designed to solve customer issues, change the negative attitude of the angry, dissatisfied customer and to make sure these customers return with the expectation of better service.

A very important aspect for MMT presently is customer support, that understands customer needs as well as prioritizes them. Customers want someone who can listen to their issues and doubts, this can begin right from the booking process on the website, hence 24/7 support through chatbox, e-mail and phone should be available. If customers feel that they are being taken care of, they will come back and their retention is valuable to the company.

The customer service representatives need to be very competent, polite, understanding of customer needs and also maintain a tremendously high level of professionalism. The company should understand the unique and specific needs of the customers and also listen to their grievances and complaints. In order for MMT to be able to provide value, catering to customer needs has to be significantly higher, more sophisticated and a lot more valuable than that of their competition. This means a higher level, wisdom and understanding about what it is that the company truly has to offer, its core competency and its added value.

High-performing service organizations recruit and select customer service staff who showcase a strong customer-specific attitude and have a natural desire to help consumers with high quality services. So MMT will need to invest in training. As many companies provide relevant customer service training and also supply adequate management support and resources to empower the customer service staff to carry out their duties diligently (Browning, Edgar, Gray, & Garrett, 2009). Rishi and Gaur (2012) also observe that the OTA industry understands the need to train their staff, there are still anomalies where customers report rude and unhelpful customer service and hence monitoring review websites, social media, immediate response to grievances and encouraging customers to freely express reviews can enhance the brand.

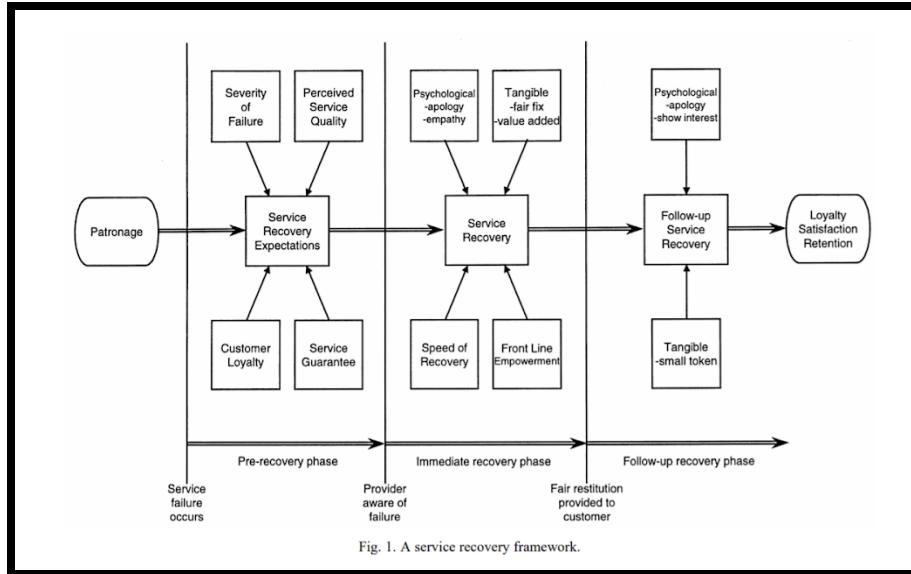


Figure 46 Service recovery model (Miller, Craighead and Karwan, 2000)

The service recovery framework by Miller, Craighead and Karwan (2000), displays the steps that can be taken to ensure customer satisfaction and loyalty. It also demonstrates that if the grievances of the customers are not met with apology and empathy, the perceived value of the company by the customer severely drops and will discourage their future patronage. On the other hand if the customer service representatives are well trained, polite to customers, understand their problems and offer empathetic solutions along with value addition as well as a recovery follow up, customer retention is higher.

Frontline employees are now being understood as indispensable to the success of the company as they have a large amount of information and thus are important to the brand of the company (Matta and Folkes, 2005; Wentzel 2009; Morhart, Herzog, and Tomczak, 2009).

Hence it is important that frontline employees behaviour is to be streamlined with the goals and objectives of the company. As customer service representatives are important in brand positioning and also influence how the consumer perceives a brand hence they can help in effectively moulding and evolving the company from just a tours and travel solution to an elite brand that customers want to be associated with to create a customer-based brand equity in the market.

The study conducted by Miller, Craighead and Karwan (2000) also suggested that a focused strategy for the company's marketing, operations and HR department should be to select, employ, train and continuously motivate customer care operatives to perform their service roles that represents the brand's personality and the message it wants to convey: A convenient, hassle free travel experience.

In this manner, even the frontline employees can understand the power they hold as the "living brand" and become a powerful brand asset for the company (Bendapudi and Bendapudi 2005). Hence good customer service is critically important to MMT's success.

V. Customer reviews and electronic word of mouth (eWOM) management: How to respond effectively and manage bad reviews and customer complaints on social media and review websites.

Holidays are intangible products that can only be experienced and therefore are difficult to evaluate before being consumed (Litvin, Goldsmith, & Pan, 2008; Papathanassis & Knolle, 2011).

Online reviews are gaining a lot of traction in the age of social media as a form of electronic word of mouth (eWOM) (Brown, Broderick, & Lee, 2007) . In a short span of time they have become a very reliable source of information about various holiday packages and services (Murphy, Mascardo, & Benckendorff, 2007).

Research clearly indicates that customers put in a lot of trust in eWOM to know the truth and ground reality about a company's services and then base their purchase decisions on them (Li & Bernoff, 2008).

Customers are increasingly relying on social media and review websites like tripadvisor and lonely planet to get their information and also post their own experiences (Lee, Law, & Murphy, 2011). This also drastically affects the consumer's perception of the brand and the company. An eMarketer's study (2010) found that about 62% of customers checked online reviews before making a choice and one in three customers were influenced by these reviews in making their purchase decision.

Yoo and Gretzel (2011) understood the motivations of review writers as mainly being concern for other travellers and also wanting to help the company improve upon its service as these reviews are basically free consumer-consumer text message transfer.

The reviews are not quantifiable in numbers, hence MMT will have to analyze them carefully and identify what consumers are most concerned with when they post reviews online (Ghose & Ipeirotis, 2008).

Reviews can be both positive or negative. And as on these third party websites they remain online for a long period of time, they can have a long lasting effect on the company's reputation (Hennig-Thurau et al, 2004). Hence it becomes important that customer's perception of service failure pertaining to staff failure or process failure is identified and addressed quickly by service managers as a damage control strategy. (Snellman & Vihtkari, 2003).

Since MMT has garnered a lot of backlash and negative reviews in the recent years online, it is now critically important for them to consider how these online review sites may influence consumer perception of MMT's quality of service and what strategies need to be employed to reduce the impact of negative reviews on the brand and reputation of MMT.

MMT can see this as an opportunity to engage in time with direct end consumer at a low cost and high efficiency while also rectifying the flaws in service quality to enhance and create a more positive perception in the customer's mind.

By reducing service failures and timely addressing service problems, MMT can create the possibility that consumers will post more positive reviews on the Internet, as well as reduce the number of negative reviews provided by dissatisfied customers. More positive reviews will have a more positive impact on consumers perception of the MMT services and brand. Also, a large number of positive comments will offset negative comments (Huang & Chen, 2006). Hence, brand recovery is possible by improving service and generating more positive posts (Browning, So and Sparks, 2013). A more proactive approach needs to be taken.

Complaints and problems being voiced on social media can be viewed online by anyone hence making it a public issue, hence they should serve as early red flags which companies should immediately take note of and rectify as observers are not only the directly affected customers but also people watching online from the sidelines. Complaints can be viewed as opportunities because effective rectification can lead to customer satisfaction and a positive WOM and increase repurchase from previously disgruntled customers (Homburg and Fürst, 2005, Kau and Loh, 2006). Economic reasons for focusing on eWOM is purely because it will be cheaper to keep the existing customers than to spend more on advertising to find a newer base (Fornell & Wernerfelt, 1987). So, complaint management is an essential part of relationship and reputation management.

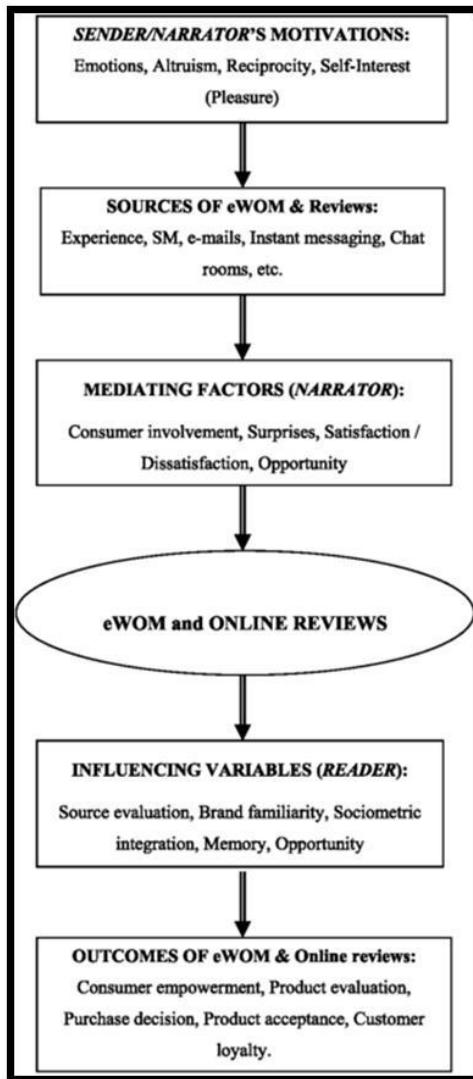


Figure 47 A conceptual framework of eWom and online review (Sotiriadis and van Zyl, 2013)

Sotiriadis and van Zyl (2013) illustrate how online reviews and eWOM affect the consumer behaviour. Online review sites are a very rich source of information, as they can clearly show the key problem areas that a company should focus on which need training of the employees and corrective actions. These reviews help to understand customer attitudes in real time and make immediate changes to service quality being provided to them (Dellarocas Zhang, & Awad, 2007). Hence, developing a damage control strategy (Van Noort & Willemsen, 2011) in respect of negative eWOM is something that MakeMyTrip needs to consider.

There are various approaches that can be used to handle this:

A study by Davidow (2003) suggests 6 ways in which a company can respond to complaints:

- **Timeliness**: speed with which the organization responded.
- **Redress**: benefits a customer receives from the organization in response to the complaint (compensation, replacement, repairs, refunds).
- **Apology**: acknowledgment by the organization of the complainants' distress; resembles a psychological compensation.
- **Credibility**: presenting an explanation for the problem, explaining what went wrong, why and what the organization will do to ensure it does not happen again.
- **Attentiveness**: interpersonal communication and interaction between the organization and the complainant that shows respect, empathy, and a willingness to listen and learn about the complainant's concern.
- **Facilitation**: policies, procedures, and structure in place to support complainants; includes the empowerment of employees to help the complainant without transferring him/her to another authority.

The strategy that worked the best according to Davidow (2003) is redress which was met with the most satisfaction.

Another study by Coombs and Holladay (2008) found that apology provided the highest post-complaint positive response. They also suggested a more accommodative response, which includes a sincere apology along with an offer of compensation and/or corrective action so that the customer and public observers perceive them more favorably and view them to be caring and responsible towards their customers.

What can effectively work for MMT is an Accommodative response strategy as they have a more positive impact on the level of customer complaint satisfaction than defensive response strategies.

Being attentive and showing respect, empathy and willingness to hear out the consumer will have a positive effect on them. Hence if MMT can convey its willingness to handle consumer problems head on, show its ability to effectively handle consumer grievances they can enhance their reputation.

The online review effects on consumers perception of service quality and brand suggests that consumers are now not passive receivers of services but are active co-creators of the brand value (Prahalad and Ramaswamy, 2004), so a successful managerial strategy will involve full transparency, openness and honesty with customers and the understanding of the direct collaborative effort that a B2C business model has with its customers in creating the reputation of a brand and thus affecting its profitability (Ramaswamy and Gouillart, 2010).

VI. Enhancing brand value and re-positioning in the market by value addition:

Increasing online visibility to generate more economic value is important to the growth and performance of a company. This is clearly demonstrated by this model created by Neirotti, Raguseo and Paolucci (2016).

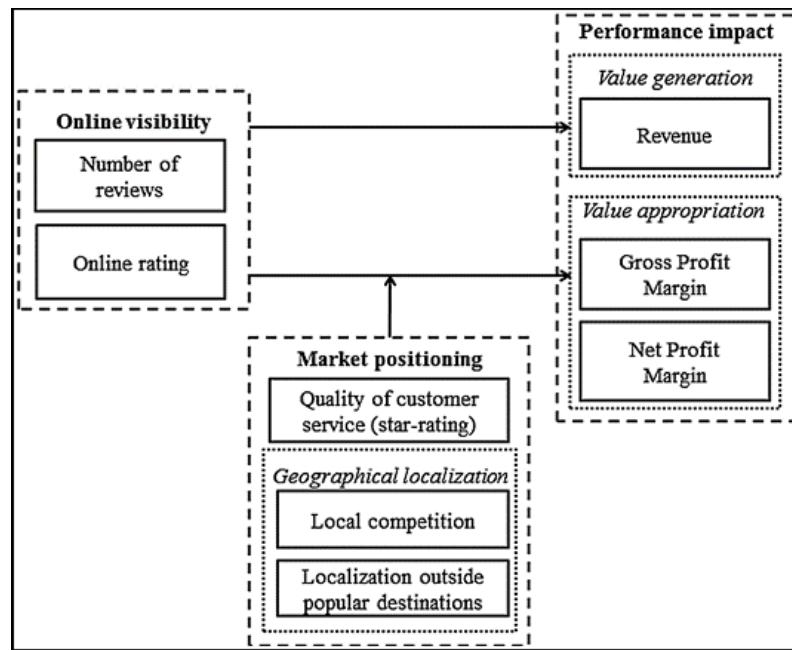


Figure 48 Online market positioning strategy (Neirotti, Raguseo and Paolucci, 2016)

Hence, to acquire new customers and retain existing ones, it is imperative for MMT to create brand value. This can be done by focusing on value creation and value appropriation.

According to Priem's (2007) definition of the concepts of value creation refers to an innovation that will help to increase customer's valuation of services being consumed. He adds that when value is created, customer will be ready to pay more for a perceived increase in quality or choose a previous available benefit of lower cost, which could potentially lead to a larger volume being purchased.

Priem (2007) defines value appropriation (also referred to as value capture or realization) as appropriation and retention of payments made by customers who are expecting a future benefit from service consumption. He adds that value is captured when a company receives customer payments it also prevents its competitor's to appropriate those. In many companies, particularly smaller ones, due to lack of resources, they are forced to focus on either value creation or value appropriation. But for a company as large as MMT, it can choose a more comprehensive approach. This means that it can continuously work towards innovating as its competition is rapidly imitating and eroding its past initiatives and also focus on defending its current market position by building barriers to imitation by providing value added services and niche travel solutions that its competitors are unaware of (Mizik and Jacobson, 2003).

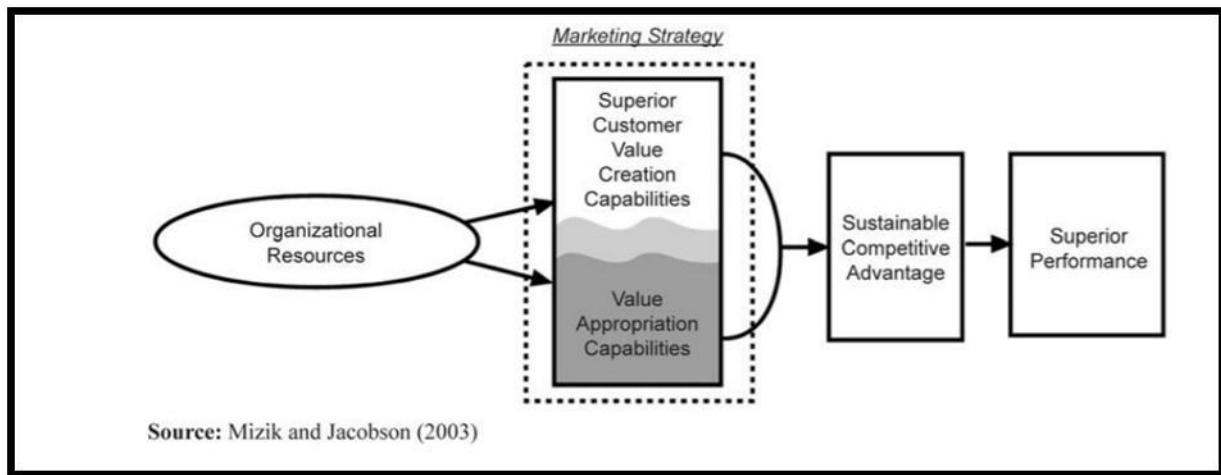


Figure 49 Value creation and value appropriation (Mizik and Jacobson, 2003)

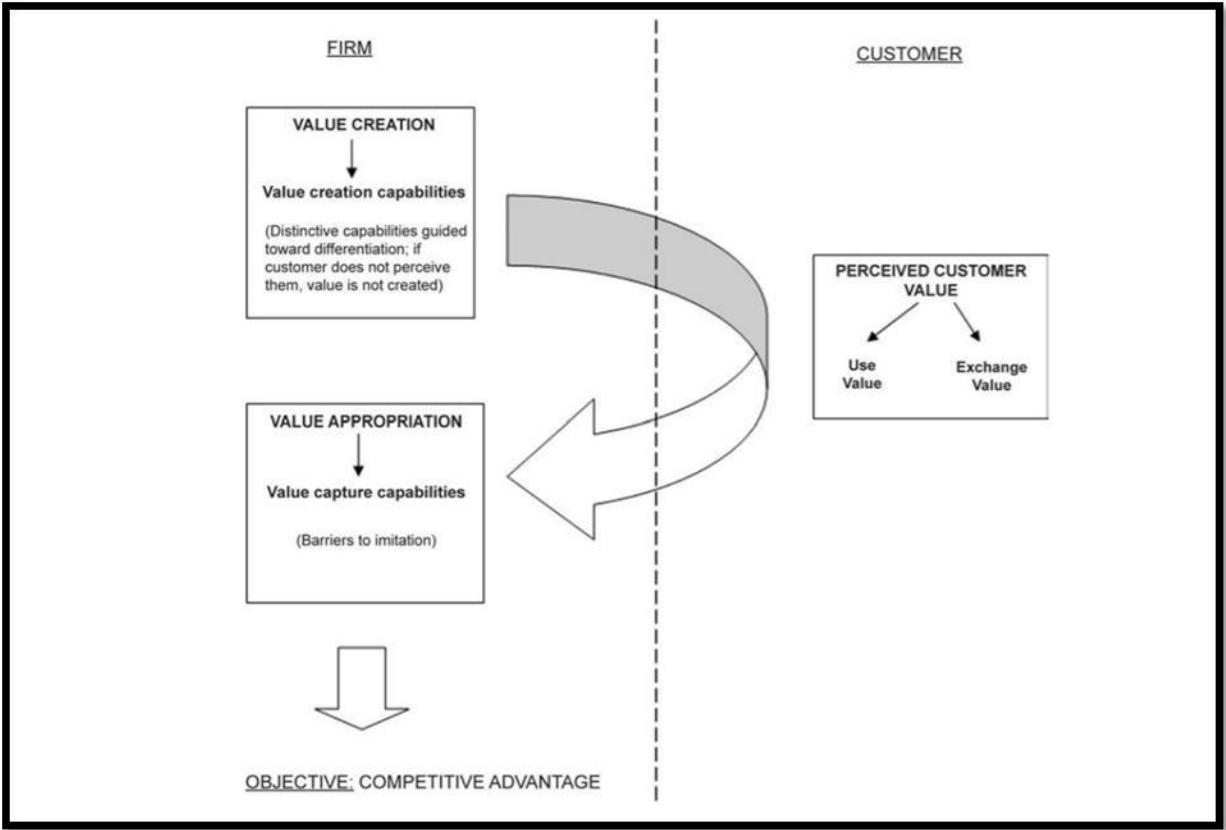


Figure 50 Customer perception of value creation (Landroquez, Castro and Carrión, 2013)

Another study creates a new model which could give MMT a competitive advantage. This model created by Landroquez, Castro and Carrión (2013), gives an integrated view of customer value. It shows that if value creation by the company is appropriately perceived by the customer, it will lead to value appropriation, which will be needing the support of the company to come up with effective strategies to develop a set of capabilities that create a barrier to imitation to capture the value that has been created.

Barroso and Ruiz (2010) note that, from a company's perspective, value creation will allow a company to have a competitive advantage, which will then lead to increased shareholder profits and dividends (Priem, 2007; Sirmon et al, 2007).

Hence some ways that MMT can create value as well as create barriers for their competition are:

Table 4 Value creation strategies (Author, 2019)

Travel Insurance	Short term travel insurance Offering the latest travel and health oriented information
International SIM card	Providing country specific mobile connection before departure Fulfilling customer specific communications need when travelling abroad.
Forex card	Online purchase and transactions facility Instant and convenient access of traveller's money to the currency of their choice.
MMT credit card	Perks and discount offers Accelerated award point system
MMT gift vouchers	Individual gifts (for birthdays, anniversaries, etc) Corporate gifts
Specific Curated Packages	Medical, Culinary, Shopping, Spiritual, MICE and Adventure tourism

Frequent Buyer Program	Gold, Platinum, Silver levels of service Based upon someone's level of purchases and frequency more valuable service, pricing, benefits and related offers they receive.
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CHAPTER IX

CONCLUSION AND FUTURE RECOMMENDATIONS

9.1 Conclusion

In conclusion, while MakeMyTrip still remains the industry leader, it needs to strategize and plan,, make effective changes in handling customer service issues and various process issues as well as focus on re-positioning and creating a positive brand value. Besides these steps they also need to focus on the future generation. Following the plausible solutions mentioned to improve on presently should also be followed by a future outlook to gain a newer customer base with more spending power, as capturing the newer and growing market base will not only enhance the MMT brand but will also improve the bottom line of the coming fiscal years.

9.2 Future Recommendations

Focusing on the future: Re-branding for Gen Y: Gen Y (and millennials) are the new emerging group with a high spending power which will inevitably be more than that of the baby boomers (Xu, 2007). They are economically strong and their global travel spending has reached a whopping \$136 billion (Petrak, 2011).

They are tech-savvy, highly social beings who have grown up around technology(Nusair et al, 2013). This group prefers to spend money on holiday, travel and experiences rather than materialistic items. They are poised to become by 2025 the largest consumer of travel industry (Mettler, 2015).

Hence, MMT will need new strategies to develop a positive and deep relationship with this consumer base. As this segment is quite complex, they are not brand loyal and entitlement ensures that they are the least satisfied compared to other generations (Tripadvisor, 2015).

Gen Y customers put a heavy emphasis on the online user experience while shopping online. So, MMT can look into creating a “flow” construct of their website for this newer customer base (Liu et al, 2016). So their website should focus on being visually appealing, to make browsing it an enjoyable experience (Bilgihan et al, 2014; Bilgihan & Bujisic, 2015). Have exciting designs, entertaining features, so MMT website can incorporate prior to booking a vacation online, the customer may daydream while viewing the pictures and videos of a resort, reading the review of other tourists and being immersed in the online activity while also being clearly able to view the pricing and details of every service and product offered to also foster trust. Hence this can engage the buyers and increase customer loyalty.

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APPENDICES

Appendix A



Dear Survey Respondent,

My name is Saakshi Rai and I am pursuing my MBA at Taylor's University Malaysia. This questionnaire is conducted as a part of an assignment for Services Marketing subject. It aims to understand the customer satisfaction level for the online travel agency MakeMyTrip.com in the various service segments it offers.

This Survey contains questions related to MakeMyTrip. Your responses are very valuable and will be extremely meaningful to this study. This survey is split into 5 sections: Respondent information, Website Usage, Travel services, Accommodation services and Overall satisfaction.

Thank you for participating in this study. The confidentiality and the anonymity of all respondents will be safeguarded. For any further information, please feel free to contact me or my supervisor from the contacts provided below

Your faithfully

Saakshi Rai
saakshirai.sd@taylors.edu.my

Supervisor
Dr.Filzah

Section 1



Are you:

- Male
- Female

Marital status:

- Married
- Single
- Widowed
- Divorced

What age group are you in?

- 18 - 21
- 22 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 - 64
- 65 and over

Where do you live?

- Asia
- Europe
- USA
- Other...

What is your occupation?

- Executive/Manager
- Government
- Teacher/Professor
- Student
- Self-Employed
- Retired
- Other...

Why did you choose us over other travel agents?

- Personal experience with us
- A recommendation
- Our prices
- Advertisement
- The reputation of our company
- Other...

Which method did you use when ordering from us?

- In person (through our local office)
- Our online website
- By telephone
- The trip was booked by someone else
- Other...

Were you offered the following services prior to travel?

- Payment protection insurance
- Comprehensive insurance
- Transport options to/from the airport
- Optional excursions or day-trips
- Other...

Prior to your recent visit, have you used our services before?

- Yes, 1 to 2 times before
- Yes, 3 to 5 times before
- Yes, 6 or more times before
- No, this was my first time

How likely is it that you would recommend us to a friend or colleague?

- Very likely
- Somewhat likely
- Neutral
- Somewhat unlikely
- Very unlikely

How likely is it that you would use our services again?

- Very likely
- Somewhat likely
- Neutral
- Somewhat unlikely
- Very unlikely

Please share any suggestions for improvement

Long answer text

Section 2

Website Usage

Please rate the following information on a scale of 1 to 5, with 5 being "strongly agree", 1 being "strongly disagree" and 3 being "not applicable"

Overall, the website was able to meet all your needs

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	Strongly agree				

You were able to find what you were looking for easily

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	Strongly agree				

The website was easy to navigate and took an appropriate amount of time

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	Strongly agree				

It was easy and clear to understand all the information available

1 2 3 4 5

Strongly disagree Strongly agree

You trusted all the information available on the website

1 2 3 4 5

Strongly disagree Strongly agree

You will recommend this website to friends, family or colleagues

1 2 3 4 5

Strongly disagree Strongly agree

Section 3

Travel Services

Please mark: 1- Excellent, 2- Very Good, 3- Good, 4- Bad, 5 - Worst

How would you rate the overall quality of the bus/flight services provided to you?

	1	2	3	4	5
Rating	<input type="radio"/>				

Time of loading speed and departure

	1	2	3	4	5
Rating	<input type="radio"/>				

The friendliness and attitude of the crews

	1	2	3	4	5
Rating	<input type="radio"/>				

Refreshments provided on the bus/in-flight services

	1	2	3	4	5
Rating	<input type="radio"/>				

Section 4

Accommodation Services

Please mark: 1- Excellent, 2- Very Good, 3- Good, 4- Bad, 5 - Worst

How would you rate the overall quality of your accommodation?

	1	2	3	4	5
Rating	<input type="radio"/>				

The facilities in general available at the hotel/lodge

	1	2	3	4	5
Rating	<input type="radio"/>				

The quality of your room(s)

	1	2	3	4	5
Rating	<input type="radio"/>				

The quality and variety of the food on offer including any special needs or requests

	1	2	3	4	5
Rating	<input type="radio"/>				

The attitude and service from hotel staff

	1	2	3	4	5
Rating	<input type="radio"/>				

Hygiene and cleanliness of the hotel

	1	2	3	4	5
Rating	<input type="radio"/>				

Hotel services: WI-FI, tour services, first-aid and room service

	1	2	3	4	5
Rating	<input type="radio"/>				

Transportation and accessibility to and from the hotel

	1	2	3	4	5
Rating	<input type="radio"/>				

Section 5

Overall Satisfaction

Please mark: 1- Excellent, 2- Very Good, 3- Good, 4- Bad, 5 - Worst

How entertaining was the overall experience of the tour?

	1	2	3	4	5
Rating	<input type="radio"/>				

How was your overall experience with the tour guide?

	1	2	3	4	5
Rating	<input type="radio"/>				

Our customer service representative get back to you in a timely manner?

	1	2	3	4	5
Rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

How would you rate your overall level of satisfaction with us?

	1	2	3	4	5
Rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

How would you rate the price/value of the products/services provided?

	1	2	3	4	5
Rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Appendix B

News article reports and customer reviews for MakeMyTrip



Jyoti of Santa Clara, CA ✓ Verified Reviewer

Original review: March 6, 2019

They totally fooled us. The customer services have no knowledge about booking flights keeping us on hold for ton of hours. Very bad service. We didn't receive refund for the flight cancellation. Please save time and money. Avoid this company.

HELPFUL | Be the first one to find this review helpful



Preethi of Bangalore, Other ✓ Verified Reviewer

Original review: March 5, 2019

We recently had a family trip to Singapore (4N5D) and I had no clue I would face such bad experiences. The service was so bad. No proper communication. All the pick up from the hotel would be delayed but they expect you to come on time while dropping back. Hotel they had booked had such bad rooms. I would REALLY NOT recommend MMT. They have all the jazz before we make the booking, give you all the fancy itinerary, but everything changes once the full payment is made. I can go on and on with the bad experiences!!



Deepti of San Francisco, CA ✓ Verified Reviewer

Original review: March 1, 2019

I'm so disappointed in putting down my review on how bad my experience is with MakeMyTrip! They suck! I've booked my tickets from USA to India, needed help with date change as I had an emergency and would not be able to make it on the previous dates I booked. These guys have the worst customer service! They are super annoying and neither of them has any knowledge on what to do to get things going. I've been trying to get them to finish my job from the last 10 days and only to my disappointment



Mandeep of Punjab, Other ✓ Verified Reviewer \$ Verified Buyer

Original review: Feb. 27, 2019

My name is Mandeep ** my contact no **. MakeMyTrip not return my money with one month not refund my money. I call daily MakeMyTrip. He no received phone no talk us. 30 January I book ticket 2 passengers Delhi to Amritsar no received booking ID, no received ticket, my money deduct my sbi card 3490. He no return. Fake site. MakeMyTrip no service good. No staff good. Anybody no make any ticket from MakeMyTrip.



Fred of Sebastopol, CA ✓ Verified Reviewer

Original review: Jan. 20, 2019

This is a terrible company to book with. After 4 hours, they have still not answered and keep saying high call volume. The app I downloaded from them does not recognize our PNR number or booking ID#. We need to make a change in one of our tickets, but do not want to cancel the second leg in the trip. Indigo Air web page also does not recognize our reservation due to MakeMyTrip's. This is the worst booking experience we have had.

HELPFUL | 3 people found this review helpful



Archana of Other, India ✓ Verified Reviewer

Original review: Feb. 18, 2019

MakeMyTrip didn't make my trip. We booked South Goa tour pack for 3 nights and 4 days. Flight timings and hotel check out timing doesn't match. We had to be on roads for 9 hrs and finally the pickup person came and we went to airport with loads of sand and sweat. WORST CUSTOMER SERVICE EVER. TravelTriangle is far far better. MakeMyTrip is MONEY BEGGING SERVICE and WASTE OF MONEY. ** customer care people who are brainless and no accountability seen on their side. If YOU WANT to BE FOOLS, BOOK YOUR TRIP in MAKEMYTRIP.

HELPFUL | Be the first one to find this review helpful



 Rakesh of Bengaluru, Other ✓ Verified Reviewer

Original review: March 11, 2019

Hi guys, please never ever book or plan trip through MakeMyTrip. These guys suck big time. There is no zero otherwise I would prefer it. They just loot the money without proper planning and never ever believe their itinerary. It's all lie. I don't know how they are managing to fool people, and I also know our review it's going to change nothing???



 Suyash of Nha Trang, Other ✓ Verified Reviewer

Original review: March 8, 2019

I have been trying to resolve an issue with them since 10th February when they booked us into a hotel which doesn't exist in BANGKOK. I have been trying to get my money back since then but these people forgot to learn about customer experience. Forget about the apology or the compensation. I have been begging to get my money back which I paid for invisible hotel but they are waiting for me to get tired and forget about the issue. I even copied their CEO and rest of the management team into emails but they are too busy cheating their consumers.

 Sandip G
1 review N/A, IN



Makemytrip - worst service

This hotel is a few of the hotels which DO NOT REFUND even you cancel 1 week before.
I booked the hotel from 12-14 Jan 2019 for 3 through MAKE MY TRIP. I had to change to 2 persons as 1 person was having a challenge. I cancelled on impulse on 7th and found that there is NO REFUND. There was no WARNINGS also while cancelling. Immediately I called up Make My Trip. Narrated the happenings. Though they said this booking has no refund, they will check if they can modify the booking dates. I gave her the changed dates. After that next day 2 persons called up and asked for the new dates. There after quite a few calls, upto 14th, were there to check if I had received the new vouchers.

 Raghbir Pank
1 review N/A, GB



No easy way to contact customer service

Makemytrip

Just logged on to makemytrip.com on my windows pc. Information about my profile is out of date.

Logged on to my android makemytrip app, all info is up to date.

Wanted to enquire about my profile info change, Tried to p with 1-800 numbers, keeps on disconnecting. Tried 0124 ..connected but keep on asking about booking reference number... Disconnected without speaking to anyone.



Makemytrip sucks

Makemytrip sucks. I lost Rs.6000 from makemytrip on booking a flight. While booking for a flight, after I had entered the OTP, I was notified that it would not be possible to complete the booking, and I should select another flight. After booking for another flight, I checked my email and found out that they had sent me tickets for both flights. They didn't provide a customer care number on their site, only had a provision to message them, but without replies. I lost the whole money without having any fault from my side and didn't get any refund. Worst service.

 Useful 

Updated 2 days ago

 Singh
3 reviews N/A, US

Customer Service very bad when you call...

Customer Service very bad when you call them they being rude. they don't care.

 Useful 

Feb 8, 2019

Absolutely disgraceful thieves

Absolutely disgraceful. I booked flights from Mumbai to Goa return. At the end of the booking, it stated there was a system error and to try again later. It offered me Rs. 100 cash back.

I rebooked and then found they had taken the money twice and I had 2 bookings in my name.

I immediately contacted them. They refused to refund me the full amount of the second booking. I had to pay a penalty which was half the amount of the cost of ticket.

They are thieves. DO NOT BOOK WITH THIS COMPANY.

 Makemytrip
1 review



Worst ever service you are giving To customer

Worst ever service you are giving, if you not giving refund to user then why you provide cancel button, and why you allow user to cancel booking in non refundable booking.. I am also an IT engineer I know admin department can do anything... But you are not giving support to user not understand the problem.... I have lost my INR 11000/- money. Just because of that cancel button... I want solution for it any how in any situation.

But by mistake I have booked on 24th March 2019, I wanted to Book on 23rd March 2019. And in this situation by mistake I have cancelled that booking and it shows 100% penalty will be charged. I don't want to cancel booking I want to book that hotel on 23rd March 2019, I contact with your customer service and make 7 to 8 calls for 2 days then I get response we can't modified date and not refund any money. How rude you and your team is, 11,000 is a big amount why you are not understand.

 Mohammad Anwar Manjanoor
1 review N/A, US



Worst online service ever, yatra is much better

My experience with makemytrip was very bad, don't ever b trip. They will not refund your money nor be on time. They e what 12 working days mean, not even sure how to count 12 Please don't book from makemytrip if you don't want to loc would have given a zero star if I had a option to.

 Useful 

Feb 5, 2019

The spokesperson also said that the protest has only started in Ahmedabad but is sure to spread in other parts of India. Maharashtra too, for instance, is against Goibibo and MakeMyTrip.



Around **270 hoteliers** in Ahmedabad, Gujarat are facing partnership issues with sites like Goibibo and Make My Trip. They complain that the websites overcharge the hotels and even give out offers without consulting the hotel management.

As a protest, the hoteliers have started canceling bookings that come through the websites.

