

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**FIFTH TRIMESTER (Batch 2022-24)**  
**END TERM EXAMINATIONS, JANUARY 2024**

Course Name	Customer Relationship Management	Course Code	20127
Max. Time	2 hours	Max. Marks	40 MM

**INSTRUCTIONS:**

- All Questions are Mandatory
- This is a closed book exam to be attempted in pen and paper
- DO NOT copy any part of the case study into your answersheet. This may result in negative marks

Q1. Mr Budhiraja has a savings bank account from Axis Bank for the past 8 years. This account also serves as his salary account. Based on his credit score and purchasing patterns the bank decided to offer him a credit card in 2018, with a credit limit of Rs.1,00,000/- (Rupees One Lakh). He had been using the credit card regularly and always paid up the monthly dues in full, before the due date. He found the option to pay his Credit Card dues through his banks ATM, to be most convenient.

Recently, Mr Budhiraja attempted to make his monthly dues for the month of April 2023, well in time before his due date, from an ATM-close to his house. On arriving at the ATM he discovered that the amount shown on the screen displaying his dues were incorrect, and did not match the amount intimated by the bank through SMS. He decided to hold back the payment and go the nearest Axis Bank Branch, at his earliest convenience.

The next day when he visited the branch, he pointed out the error to the bank officials working at the branch. The Branch Manager took notice of the issue, and offered to allow him to pay the correct amount due, by using a bank transfer facility, however she informed Mr Budhiraja, that this option would cost him a service charge of Rs.300/-.

Mr Budhiraja found this absolutely ridiculous, wherein a bank was expecting him to pay services charges that accrued due to the banks negligence and technology error.

He returned home and lodged a complaint with the Customer Service of the Bank, however got no response from them other than a computer generated acknowledgement, that meant nothing under the circumstances.

Frustrated about the risk of a late fee as well as accruing finance charges, he decided to escalate the matter to the Banking Ombudsman.

Question: Assume you are the head of Customer Service at Axis bank, propose a list of 10 distinct steps you would take, for service recovery of a bad customer experience. (10 Marks)

Q2. Explain how you would utilize the IDIC framework to develop relationships with the existing customers of a large-format retail chain? (10 Marks)

Q3. Based on the CLTV implications, contrast the retention strategies that could be adopted by a Hotel at various stages of the Customer Life Cycle (20Marks)



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INSTRUCTIONS:

- Please answer all questions and all sub parts. While answering, clearly highlight the question and sub part no. so that each answer can be easily linked to the question
- Please write in point form where ever possible.

Q1. Apollo Pharmacy's ecommerce site conducts online surveys to understand its customer loyalty and satisfaction. It follows the Net Promoter Score (NPS) system. At the end of every transaction each customer is asked this question: 'How likely are you to recommend Apollo pharmacy to your friends and family?' The responses for a given brief time period are in the table below:

Rating	Number of customers
0-6	200
7-8	300
9-10	500

- Identify** which benefits does the Net Promoter Score (NPS) system offer to Apollo Pharmacy over simply measuring customer satisfaction? **(3 marks)**
- In the Net Promoter Score (NPS) system, briefly **explain** the following  
(i) 'Promoters'      (ii) 'Passives'      (iii) 'Detractors' **(2+2+2 marks)**
- (i) **Solve** this problem by calculating the NPS score and (ii) suggest 2 further measures to be taken by Apollo Pharmacy to improve their NPS **(4+2 marks)**

Q2. Zomato, a leading global food delivery and restaurant discovery service, faced several challenges in managing its rapidly growing customer base. The company realized that to maintain its market position and ensure customer satisfaction, it needed to revamp its CRM strategy. With millions of users and thousands of restaurant partners, Zomato struggled to personalize its services and maintain consistent customer support quality. The main issues were-

- personalizing user experience amidst a vast and diverse customer base.
- managing and responding to customer feedback efficiently.
- ensuring restaurant partners were aligned with Zomato's customer service standards.

Develop a plan on basis of the IDIC model to solve these issues

**(4+4+4 marks)**



Q3. iJaipuria is an online learning initiative from the Jaipuria group. It offers courses on Sales & Marketing, Finance & Investment, Personality Development, amongst other domains to provide market-relevant skills required to succeed in today's competitive environment. The programs are designed and developed by industry stalwarts and well-known academicians. Team iJaipuria have crafted programs around the most in-demand job skills that modern employees need to thrive in today's busy times. (Source: <https://www.ijaipuria.com/>)

a) (i) What is Customer lifetime value (CLV). (ii) **Identify** how iJaipuria can calculate the CLV of each customer and maintain this data? **(2+3 marks)**

b) **Identify** and briefly explain a 'big idea' basis which iJaipuria can communicate (i) functional value (ii) emotional value to acquire more customers. For each, also explain how the idea will be communicated to potential customers. **(4+4 marks)**