

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FIFTH TRIMESTER (Batch 2024-26)
END TERM EXAMINATIONS, JANUARY 2026

SET-1

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 answer-sheet. This may result in negative marks*
- Marks shall be awarded for student's own examples, where applicable.*
- Referencing relevant additional knowledge shall reflect student's self-study undertaken*
- Negative marks shall be awarded for adding theory to any answer*

Read the following Case-let and answer the question that follows.

Amid the bustling branch of Indus Trust Bank in Gurugram, CRM executive Priya Sharma faced irate customer Rajesh Mehta. A 45-year-old entrepreneur, Mehta stormed in, yelling about a ₹5 lakh loan rejection despite his solid CIBIL score. "Your system is rigged!" he bellowed, drawing stares from queues. The glitch? A clerical error in income docs, uncorrected for two weeks. Priya's heart raced—escalate to manager or de-escalate solo? With RBI guidelines looming and branch NPS at risk, she needed to turn fury into loyalty fast.

- Q1. Act as Priya's Manager and **discuss** a step-by-step process of dealing with difficult customers, highlighting techniques to rebuild trust and prevent viral complaints. (10 Marks)

E-Commerce Dark Patterns C-Sat

The Central Consumer Protection Authority (CCPA) said that 26 digital storefronts had declared, through their parent companies, that they had eliminated so-called "dark patterns" from their sites, or that they never had any to begin with. The storefronts that submitted such declarations include Flipkart, Meesho, Blinkit, Zomato, BigBasket, and Reliance Retail.

Dark patterns are deceptive practices used online that are designed to trick users into spending when they otherwise wouldn't, such as by creating "false urgency" or "basket sneaking," by adding items by default into a user's cart at the time of checkout, according to guidelines published by the CCPA, which comes under the Department of Consumer Affairs (DoCA), in 2023. (<https://www.thehindu.com/business/e-commerce-firms-say-compliant-with-dark-pattern-guidelines/article70304337.ece>)

Surveying customers of a popular e-commerce platform like Flipkart in India aims to gauge satisfaction levels, pinpoint pain points (e.g., delivery delays, returns), boost retention amid fierce competition from Amazon and Meesho, and inform CRM strategies for loyalty. Objectives include identifying drivers like product quality and service speed, benchmarking NPS, reducing churn (key in India's 60%+ online shopper base), and enhancing personalization per RBI consumer guidelines.

CSAT Form proposed for E-Commerce Platforms. Order Experience Survey

Rate 1-5 (1=Very Poor, 5=Excellent)

1. Overall satisfaction with your recent order?
2. Did Product quality meet expectations?
3. Was the speed of Delivery timely?
4. Packaging condition?
5. Ease of website/app navigation?
6. Ease of Payment at Checkout
7. Customer support responsiveness?
8. Value for money?
9. Return process ease (if applicable)?
10. Comments (open-ended)?

Q2. Critically **analyse** the CSAT Questions above and suggest 5 changes and improvements you would suggest to eCommerce platforms, to better align the Customers' Experience, with the government guidelines on eliminating dark patterns. (10 Marks)

Read the following Case, and answer the questions that follow.

Loyalty Blues at Himalayan Heights

Rohan Kapoor, Managing Director of Himalayan Heights, a 4-star boutique hotel in Shimla, Himachal Pradesh, stared at the dashboard in frustration. Nestled amid snow-capped peaks, the 120-room property had thrived on repeat tourists since its 2015 launch, drawing families and corporate groups for its panoramic views and HPTDC-backed heritage charm. But in early 2026, occupancy dipped to 55%, a 20% plunge from pre-pandemic peaks—despite heavy marketing spends.

The culprit? The hotel's loyalty program, "Peak Points," launched in 2017 after Rohan evaluated three models. Option 1: A simple points-per-stay system like Oyo's cashback vouchers, dismissed for lacking emotional pull. Option 2: Marriott-style tiered elite status (Silver, Gold, Platinum) based on nights stayed, rejected due to high IT integration costs for a mid-sized hotel. They settled on Option 3: A hybrid from Taj's Evolve—points redeemable for discounts, free upgrades, and local experiences like apple orchard tours—chosen for its low setup cost using basic Excel tracking and email blasts.

Historically, Peak Points shone during 2018-2020, boasting 35% repeat guests via manual SMS rewards. Post-COVID reboot in 2022 integrated a cheap third-party app, but glitches mounted: duplicate points for group bookings, expired redemptions unnoticed, and no personalization amid rising competition from Airbnb and Club Mahindra. By 2026, complaints flooded: "I stayed 10 nights but got no Gold status!" Social media roasted them, with Net Promoter Score crashing to 42. Rohan suspected root causes—flawed data syncing from the app to front desk, ignoring guest segments (e.g., families vs. solos), over-reliance on transactional points without emotional loyalty drivers, or staff training gaps leading to inconsistent redemptions. Churn hit 40%, eroding ₹2 crore annual revenue.

Rohan weighed three revival options. **Option A: Scrap app, revert to manual ledger tracking.** Pros: Quick (2 weeks), low-cost (₹10k printing), builds staff-guest rapport. Cons: Time-intensive logging reduces quality accuracy, scales poorly for 500+ members. **Option B: Hybrid app fix with staff audits.** Pros: Balanced time (1 month), improves quality via personalization, moderate cost (₹50k vendor tweaks). Cons: Relies on unreliable app, partial quality gains if staff untrained. **Option C: Full CRM software overhaul.** Pros: High long-term quality with analytics. Cons: 6-month rollout delays revival, high cost (₹5 lakhs+). Which path to loyalty recovery?

Q3. From a CRM perspective, **recommend** how should Himalayan Heights segment its guests and redesign its Loyalty Program to measure true loyalty? (20 Marks)