



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

Fifth PGDM (G/S/M)
~~FOURTH~~ TRIMESTER (Batch 2017-19)

END TERM EXAMINATIONS, December, 2018

Course Name	Customer Relationship Management	Course Code	MKT 502
Max. Time	2 hours	Max. Marks	40

INSTRUCTIONS: *Answer the following questions.*

1. “India posts some impressive telecom numbers: it has 1,198.89 million subscribers. India also puts up some equally concerning churn numbers:

- 96% of mobile subscribers are constantly shifting service providers in search of a better deal
- 6% is the average monthly churn rate for Indian telecom customers

Since it is far more expensive to acquire a new customer than to keep a current one, Indian telecom companies have a real interest in stopping this trend. (<https://www.absolutdata.com/blog/can-data-analytics-stop-indias-telecom-churn-crisis/>)

Question: What is Customer Churn? Suggest appropriate customer retention strategies that may be used by retailers.

8

2. “Ujjivan Financial Services which recently received an approval from the Reserve Bank of India (RBI) to set up a 'Small Finance' bank (SFB), has adopted CRMNEXT's integrated 'Assisted Bank-in-a-Box Edition' thereby commencing implementation of a new-age digital banking solution. (Ujjivan started operations as an NBFC in 2005 with the mission of providing a full range of financial services to the economically active poor who are not adequately served by financial institutions.) Designed to empower SFBs to achieve faster growth with sustained innovation, this solution eases the process of customer on-boarding, introducing new products and meeting customer demands by automating and customizing processes to fit the modern-day financial requirements. CRMNEXT's Assisted Bank-in-a-Box solution is a first of its kind, which is designed to provide out-of-box solutions for all customer management needs including inquiry to sales management, eKYC, biometric integration, ready adaptors for CIBIL, Aadhar, PAN verifications etc.” (Source: <http://economictimes.indiatimes.com/industry/banking/finance/banking/ujjivan-adopts-new-age-digital-banking-solution-to-easy-customer-acquisition/articleshow/53828077.cms>)

Question: Why is acquisition a necessary part of the CRM strategy cycle? Discuss the significance of the ‘Assisted Bank-in-a-Box’ solution of Ujjivan as a part of its customer acquisition strategy.

8

3. Read the following excerpt and answer the question that follows:

“Why Artificial Intelligence is the Next Big Thing in CRM

In the last two decades, competition has increased rapidly. This has led to more choices for customers which, in turn, has increased the pressure on businesses to become more agile and responsive. Along with affordable prices and high-quality service, customers now look for personalized experiences..... CRM addresses this need of most organizations to a large extent. They enable organizations to capture customer data, usage patterns and buying behavior and study them to serve their customers better. But this increase in the fields of information to capture has led to an increase in a non-revenue generating task. This task is data entry. According to research, almost 21 Mn sales people globally are forced into data entry, which becomes time spent away from communicating with their customers. To address this glaring challenge for businesses, CRM is already witnessing an evolution in form of Artificial Intelligence (AI) and Analytics becoming central to CRM of the future.

(Source: <https://inc42.com/resources/why-artificial-intelligence-is-the-next-big-thing-in-crm/>)”

Question: Discuss how Analytics and Artificial Intelligence is changing the customer experience today with reference to the above article. (you may discuss in the context of any service sector such as banking, telecom or aviation)

8

4. Please read the case carefully and answer the questions given at the end.

Case: Greenply Industries

Greenply Industries (GIL) is India's largest interior infrastructure company with a turnover of Rs. 1560 crore. The company's revenues grew by 12.32% during the last fiscal. Currently, it occupies the top position in the plywood and Medium-Density Fibreboard (MDF) market. Notably, the company has an almost 30 per cent share of the organized plywood market in India. Greenply markets the most wide-ranging collection of residential and commercial floor products like plywood and block boards, MDF and Wood floors. Greenply industries may have a good grip over marketing, but the company faced challenges with respect to sales.

Real time data missing

The field force of the company was not able to provide real time data to back office in terms of how many leads they were able to convert into opportunities. “For example, an architect demanding 100 plyboards is considered to be a lead and becomes an opportunity when the field force buys the product or executes the order. Opportunities are actual numbers which the field force has enabled. The issue was that the field force was not able to meet the actual numbers,” says Vineet Bansal, Head IT, Greenply Industries. Equipping the field force with laptops and CRM software was not an option as internet connectivity in semi-urban and rural areas was a concern. Coming to the nearest branch to input reports was also not viable. Bansal and his IT team thought of a way to address the problem. The solution was of course, to introduce an application that captured and provided real time data that would increase the productivity of the field force. But the connectivity bottleneck still had to be overcome. Considering most members of the field force had smart phones with them, Bansal was left with only one choice--rolling out a CRM app on mobile. Before rolling out the application, Bansal and his team mates had to ensure that the application worked in an offline mode so that the user could input data in the absence of

connectivity and later on it would automatically synchronize to the server, when connectivity was restored. This was necessary as rural and semi-urban areas were not fully equipped with 3G or 4G connection.

CRM comes to the rescue

"We are using native application which is user friendly and supports offline data inputs. When we open the application, it shows dashboard as the home screen and from the menu the field force can choose different options like leads, opportunities, accounts etc," says Bansal. Moreover, after selecting menu option, a user can see a list of records, where he can create new records or edit existing records.

Bansal says that the project was called Disha and the application MS CRM. "Its unique feature is that it is easily customizable as per our need and new requirements can be addressed with easily configurable forms which do not require programming," he says.

However, during the implementation of the project, Green ply industries did face some hurdles. The biggest problem was change management. "To move users from their manual work to mobile was not an easy job, but we trained the workforce and gave them hands on training sessions," explains Bansal.

Field force productivity shoots up

The phase one of the project has been rolled out in Delhi, Kolkata, and Bangalore. They started the project in the month of July last year and Phase 1 was rolled out on March 16 this year.

Stressing on the benefits of the project, Bansal says leads and opportunities are visible to users on the application. There is an option available, where the user can generate quotes from the system as the price list is visible to him. Also, users can check the history of quotes sent to the customer. Bansal says that the productivity of the field force has increased by 20 percent after implementing the project. A major benefit of using a mobile CRM is that it allows sales force to access real time data while meeting customers in the field.

At the same time, in case there is a complaint from the customers regarding a product, field force can register the problem by taking a photograph and send it to the factory through the application. Moving forward, Bansal is planning to roll out a business intelligence application on the mobile, so that the field force can download sales reports on a daily basis.

a. How can the productivity of the salesforce be improved with the help of Sales Force Automation?

8

b. Discuss the challenges faced by Greenply Industries in CRM implementation and how they overcame these?

8