

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

FOURTH SEMESTER MBA DEGREE EXAMINATION (R,S), MAY 2024 (2021 Scheme)

Course Code : 21MBA208

Course Name: Customer Relationship Management

Max. Marks : 60

Duration: 3 Hours

PART A

(Answer all questions. Each question carries 2 marks)

Questions

1. List the strategic issues that businesses need to consider when implementing CRM.
2. Recall the concept of customer portfolio management and its importance for businesses.
3. What is Marketing Automation
4. What is the purpose of data warehousing in customer-related databases?
5. What is e-CRM and how does it differ from traditional CRM approaches?

PART B

(Answer any 3 questions. Each question carries 10 marks)

6. Compare and contrast the different types of CRM and their applications in modern businesses.
7. Analyze the importance of customer retention for businesses and discuss effective strategies for retaining customers throughout the customer lifecycle.
8. Automation has the potential to significantly improve sales performance, customer service, and overall business productivity. However, it also comes with potential risks and challenges. Analyze the potential risks and challenges associated with implementing Automation in a business organization.
9. Explain the role of analytics in customer-related databases and how it can help businesses improve their customer relationship management. Provide an example of how a business can use analytics to improve their CRM strategy.
10. Analyze the impact of emerging dimensions, such as customer experience management and service recovery management, on the design and implementation of CRM strategies. How can businesses effectively incorporate these dimensions into their overall CRM plan?

PART C

(Compulsory question, the question carries 20 marks)

11. **CEAT uses technology to help micro-retailers in rural India race ahead**

CEAT, one of the largest tyre producers in India, manufactures more than 95,000 tyres a day. The company aims to be the leading player in the country by improving the consumer-channel experience and using technology to become a truly customer-centric organisation. “Traditionally, tyre companies focused on growing manufacturing capacity, mass marketing, and selling through dealers in big and medium-sized cities and towns, paying little or no attention to customer experience,” explains Arnab Banerjee, Executive Director. “CEAT helped to change that mindset when we launched an extensive micro-retailer network to make tyres more easily available to consumers.” CEAT now works with 25,000 micro-retailers across 85% of India’s small towns and cities. The company is upping its game by using technology to enhance retailer efficiency and service levels.

CEAT’s growth journey was hampered by a CRM system that lacked several functionalities key to the success of channel operations. Dealers could not access the information they needed to enable strategic decisions. With data spread across disparate systems, the internal team lacked visibility into channel operations and struggled to work efficiently with their vast network. The management team realised that they needed a reliable platform that would integrate all their processes and data, and function as a seamless interface between the channel and the consumer. They found the answer in Salesforce.

CEAT were especially attracted by the features that Salesforce Community Cloud offers, and built a dealer portal for all its retailers using this solution. The dealer portal delivers a frictionless experience to channel partners and consumers alike. Dealer processes are digitised on the portal, creating a self-service platform. With the ability to manage their orders more efficiently through the portal, dealers have seen a 3% improvement in sales. Rich features, such as e-claims, e-catalogues, and warranty registration, help them deliver a transparent and consistent consumer experience. Now the portal has created a community of dealers, and even the micro-retailers feel like an integral part of the CEAT family. The platform makes it easy for them to work with CEAT, and features like e-catalogues and e-claims are improving their credibility with their consumers. This is boosting dealer loyalty.

CEAT also uses Service Cloud for case management. Automating and streamlining complaint and resolution processes on the platform has reduced complaint settlement time from four to two days on average. Service Cloud is also used to better track and optimise fleet operation, resulting in a 20% growth in the fleet business. After streamlining operations, the management team turned their attention to consumer experience.

- a) How did CEAT transform its micro-retailer network into a community of dealers, and what impact did this have on dealer loyalty and customer experience? Analyze the ways in which the dealer portal and other Salesforce solutions help improve the credibility of micro-retailers with their customers. Marks (10)
- b) What lessons can other companies learn from CEAT's approach to using technology to become a customer-centric organization? Analyze the key factors that made CEAT's use of Salesforce successful. Marks (10)
