A STUDY ON CUSTOMER RELATIONSHIP MANAGEMENT WITH SPECIAL REFERENCE TO SERVICE SECTOR IN INDIA

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Abstract

The biggest management challenge within the new millennium of relaxation and economic process for a business is to serve and maintain quality relationship with the king – The Customer. In the past producers took their customers for granted, because at that time the customers were not stern nor had alternative source of supply or suppliers. But today there is a radical transformation. The dynamical business environment is characterized by economic liberalization, increasing competition, high consumer options, rigorous customer, more emphasis on quality and value of purchase etc. All these changes have made today's producer shift from traditional selling to modern marketing. Modern marketing calls for more than just developing a product, pricing it, promoting it and making it accessible to target the customer. It demands building trust, a binding force and value-added relationship with the purchasers.

Keyword: *Customer Relationship Management (CRM), Customer Loyalty, Customer Retention, Service Sector.*

Introduction

Customer Relationship Management (CRM) is comprehensively perceived and broadly executed technique for overseeing and supporting an organization's cooperation with customers, clients and sales possibilities. It includes utilizing technology to organize, automate and synchronize business measure – Principally sales activities, yet in addition Those for marketing, Customer Services and technological support. At the point when an implementation is effective, people, processes and technology work in synergy to build

profitability, and reduce functional expenses. One significant part of the CRM approach is the frameworks of CRM that accumulate data from a scope of various correspondence channels, including an organization's website, telephone, email, live chat, marketing materials and more recently social media. Through the CRM approach and the frameworks used to work with it, organizations study their intended interest groups and how to best oblige their requirements. It is the mix of practices, procedures and advancements that organizations use to oversee and dissect customer connections and information all through the customer lifecycle, determined to further develop customer relationships and aiding customer maintenance and driving sales development. CRM frameworks incorporate customer information across various channels, or resources between the customer and the organization, which could include the organization's website, phone, live chat, direct mail, marketing materials and social media. CRM frameworks can likewise give customer confronting staff detailed data on customers' personal data, purchase history, buying inclinations and concerns.

Customer Relationship Management evolves from business processes such as relationship marketing and the increased emphasis on improved customer retention through the effective management of customer relationship. One view on the customer relationship management is the utilization of customer related information or knowledge to deliver relevant products or services to customers. Another view of CRM is that it is technologically oriented, advanced in data base technologies such as data warehousing and data mining, which are crucial to the functionality and effectiveness of the CRM systems. CRM is considered as a holistic process of acquiring, retaining and growing customers. Thus, the customer relationship management is not simply some application or software but the philosophy, the way a company works so as to build long lasting relationship with the customers.

Objectives of the study

The author has considered the following objectives for the study

➤ To understand the Concept of Customer Relationship Management at Organisations.
➤ To Study the CRM practices adopted by the Service Sector in Indian Context.

Literature Review

Articles

| Managing-Customer-Relationships: A Strategic Framework by Peppers D. & Rogers M. (2011)	According to the authors Peppers and Rogers, There is global tendency in customer relationship management that relates to the shift from transactional model towards the relationship model.
Developing a CRM Strategy in Your Firm by Walfried M.Lassar and Sharon S. Rauseo (2008)	This article focuses on the point when a customer relationship Management (CRM) procedure is incorporated with an organizations generally vital arrangement, it enables the firm to see and react to business and monetary trends.
Innovation Capability and Customer Relationship Management by Toma, Mihaela and Larisa (2014)	This article covers the concept of a decent Customer Relationship Management (CRM) between manufacturing organizations and industrial customers that will hold customers and will urge them to give suggestions and feedback. Thus, these suggestions and feedback will improve the nature of offered services and products.
Study on Importance of Customer Relationship Management (CRM) by Prachi Juneja (2016)	The author has well illustrated that Customer Relationship is the most grounded and the most productive methodology in keeping up and making relationship with customers. Customer relationship management isn't just unadulterated business, yet in addition ideate solid individual holding inside the person.
Understanding Customer Relationship Management (CRM): people, process and technology" by Injazz J.Chen and Karen Popovich (2013)	In this article the authors found that Customer relationship management is a mix of individual procedure and innovation that looks to comprehend an organization's customers. It is a coordinated way to deal with overseeing relationship by concentrating on customer maintenance and relationship advancement.
The Innovation Approach to Relationship with Customers by Korsankiene and Renata (2009)	In this article the authors point out the serious rivalry that urges business organizations to look for ways, which would permit them to pick up and keep up serious situation in the market. These days customers and CRM are viewed as the most significance resources of business organizations.
Impact of Customer Relationship Management (CRM) on customer satisfaction and loyalty by Haslinda Hassan and Saeed Awadh BinNashwan (2017)	In this article the authors have highlighted that Customer relationship management is an idea that depends on the way of thinking of utilizing a blend of customers and promoting for relationship building, relationship with the customer is the most ideal approach to pick up their devotion

Books

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"Customer Relationship Management" By Kristen Anderson and Carol Kerr	According to the book, The CRM idea includes the utilization of individuals, innovation, procedures, apparatuses and exercises planned for expanding customer maintenance and an organization's gainfulness.
"Customer Relationship Management" By Roger Christopher and Michael Zerres	According to the book, Customer Relationship Management (CRM) can be characterized as a procedure that augments customer esteem through on-going advertising movement established on private customer information built up through assortment, management and influence of customer data and contact history.
"Customer Relationship Management" by Jagdish N Sheth, Atul Parvatiyar and G Shainesh	According to the book, Growing close, agreeable relationship with customers is progressively significant in the current time of extraordinary rivalry and requesting customers, than it has ever been previously. Customer desire have quickly changed in the course of the most recent two decades.

Research Methodology

Area of Research: The area of the research is customer relationship management (CRM), under the broad areas of service marketing.

Research Process:
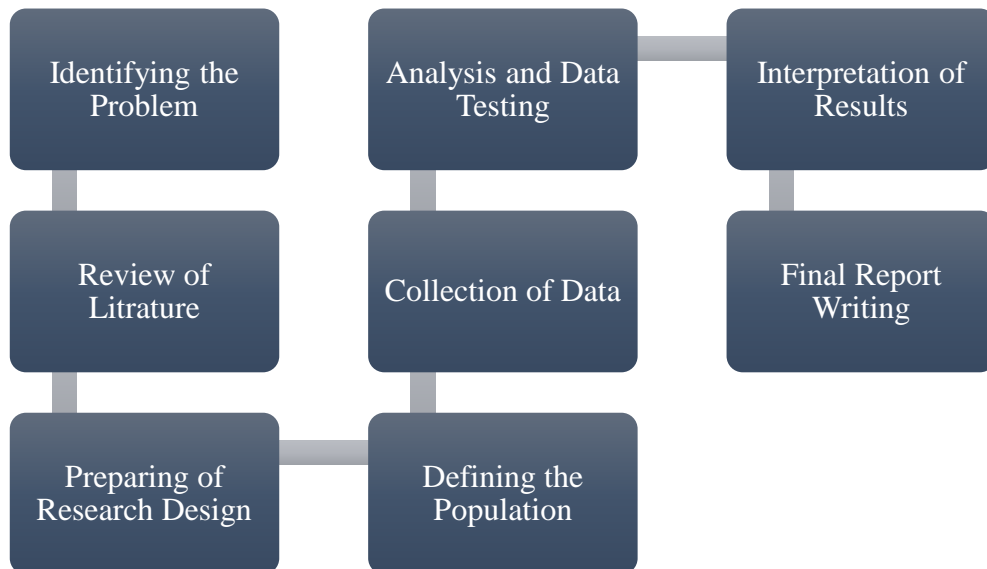
Research Design: Two types of research designs are used in this study Descriptive Research Design and Exploratory Research Design.

Data Collection: Secondary Data through various Online reports, Articles, E- books and Journals have been collected for this study.

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                          Secondary Data
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      |                |              |                |
 Online Reports     Articles      E-Books          Journals
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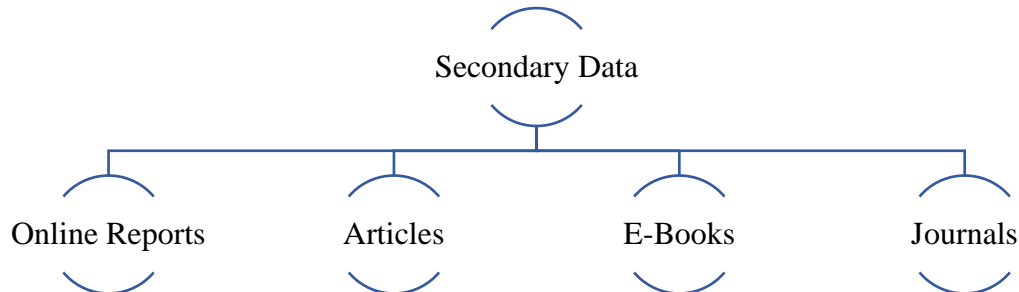
Sampling Technique:

- The sampling technique used in this study is "Purposive Sampling", the non-probability sampling.
- The Ten Organisations selected by the researcher as sample for this study are the Key Players in the Top Performing Sectors in the Service Sector in India, Namely - banking, hospitality, airlines, insurance, retail, consultancy and telecommunication sector.
- The Researcher has Referred the IBEF - Indian Service Sector Report June 2020.

Limitations of the Study

- The inferences recorded are limited to the selected companies per sector.
- Hence, the results are indicative in nature.

Data Analysis

Life Insurance Corporation	

Life Insurance Corporation of India, abbreviated as LIC. Is an Indian state-owned insurance group and investment company owned by the Government of India. The Life insurance Corporation of India was founded on 1st September 1956, when the Parliament of India passed the Life Insurance of India Act that nationalized the insurance sector in India.

CRM Practices at LIC

LIC has various CRM strategies for customer retention, some of those strategies are as follows:

Policy Guideline & Helpline	Official App from LIC
Duplicate Policy	Premium Reminders
Policy Status	Revival of Lapsed Policy
Treating Customers Fairly	Grievance Portal

ICICI Bank	

ICICI Bank Limited is an Indian multi-national banking and financial services company. It offers a wide scope of banking products and financial services for corporate and retail customers through a variety of assortment of conveyance and specialised subsidiaries in the areas of investment banking, life & non-life insurance, venture capital and asset-management.

CRM Practices of ICICI BANK

Customer Application Forms	Feedback Forms
Wide Range of Offering	Cross-Selling
Centralized-Software where the whole data is collected	

TATA Consultancy Services	

TATA Consultancy Services Limited (TCS) is an Indian multi-national information technology (IT) service and consulting organization headquarters, in Mumbai, Maharashtra, India. It is an auxiliary company of Tata Group and operates in 149 locations across 46 countries.

CRM Practices at TCS

Oracle CRM	Citizen Services Solution
Airline Customer Experience (CX) Solution on Oracle	Retail Customer Experience (CX) Management
Warranty Management	SAP CRM
Saleforce.com	Microsoft Dynamics

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Reliance Retail	

Reliance Retail Limited is an auxiliary organization of Reliance Industries Limited. Incorporated in the year 2006, it is the biggest retailer in India as far as profitability. Mr. V Subramaniam is the CEO of the Venture. Its retail outlets offer food varieties, food, clothing and footwear, way of life and home improvement items, electronic merchandise, and homestead carries out and inputs.

CRM Practices at Reliance Retail Ltd.

CRM policy of Reliance Retail can be divided into four major parts, namely;

Customer Loyalty
Customer Retention
Customer Communication
Customer Gratification
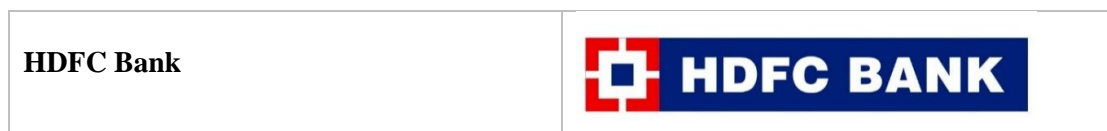
HDFC Bank	

HDFC Bank Limited is an Indian banking and financial services company headquartered in Mumbai, Maharashtra. . HDFC Bank is India's biggest private area bank by resources. It is the largest bank in India by market capitalisation as of March 2020. An auxiliary of the Housing Development Finance Corporation, HDFC Bank was fused in 1994.

CRM Software used by HDFC Bank

HDFC Bank utilizes CRM Next as CRM programming while the cash management is done through utilizing programming from a Pune based organization i.e. Cash Tech. Besides, the depository arrangement of the bank runs on programming provided by the Mumbai - based Kalptaru. A portion of the other IT empowered drives are:

Nucleus Software for loans
Mainframe - class - UNIX - machine (the E10000) system from Sun Micro systems for its banking needs
iFlex's Microbanker and Finware as a software for core banking operations
Internet banking software for internet-based channel

Taj Group of Hotels	TAJ HOTELS · PALACES · RESORTS · SAFARIS

Taj Hotels is a chain of lavish lodgings and an auxiliary of the Indian Hotels Company Limited; settled at Express Towers, Nariman Point in Mumbai. Consolidated by the originator of the Tata Group, Jamsetji Tata, in 1903, the organization is a part of the Tata Group, one of India's biggest business conglomerates.

CRM Practices at Taj Group of Hotels

Guest Preference List	Wow Card
Handling Complaints	GRE Courtesy Call
Fidelo	GSTS (Guest Satisfaction Tracking System)

Bhartiya Sanchar Nigam Limited (BSNL)	BSNL Connecting India Faster

Bharat Sanchar Nigam Limited, d/b/a BSNL is an Indian state-owned telecommunications organization, based in New Delhi, Delhi India. It was fused by Department of Telecommunications, Ministry of Communications, Government of India on 1st October 2000. It gives mobile voice and internet through its cross-country telecommunication network across India.

CRM Practices at BSNL

Dot Soft
Sanchernet Help Desk
8 Am-8 Pm Break Free Customer Care Service
Nation to Management and Surveillance System (NMSS)

JET Airways	JET AIRWAYS

Jet Airways (India) Ltd is an Indian international airline settled in Mumbai, India which ceased operations on 17 April 2019. From the second from last quarter of 2010 ahead, Jet Airways was the biggest commercial passenger carrier in India.

CRM practices at Jet Airway

Jet Privilege Card	JP Miles
Jet Escape	Jet Viva
Jet Mobile	Jet Lite
On-Board Services	Special Services
Jet Kerala/Jet2IncredibleMP	

State Bank of India (SBI)	State Bank of India

State Bank Of India (SBI) is an Indian global, public sector banking and monetary administrations legal body settled in Mumbai, Maharashtra. SBI is positioned 236th in the Fortune Global 500 rundown of the world's greatest companies of 2019. It is the biggest bank in India with a 23% piece of the pie by assets and a 25% portion of the complete loan and deposits market.

CRM Practices at SBI

PBB	Cash Management Product
SBI Plus Schemes	SBI Credit Khazana
SBI Cash Plus	Complaint Handling Machinery
Technological Initiatives	Tech Based Offers

Oberoi Group of Hotels	

The Oberoi Group is a lodging bunch with its administrative centre in Delhi. Established in 1934, the organization possesses or potentially works 31 lavish inns and two cruise journey ships in six nations, principally under its Oberoi Hotels and Resorts and Trident brands.

CRM Practices at Oberoi Hotels:

TOP – The Oberoi Plus	Connections – Bookers' Program
Food Festivals	Tie-Ups
Customer Recognition Award	Customer Driven Technology

Findings

The present study gives an insight into the Customer Relationship Management (CRM) practices adopted by the Ten organizations selected each from Banking, Hospitality (Hotels only), Insurance, Retail, Airlines, Consultancy and Telecommunication services. The study has revealed how customer centric the CRM processes are and how successfully the CRM initiatives have been implemented by these organizations. The observations and findings of this study are based on the research and analysis of the author in the study.

Findings specific to Banking Sector:

It is found that the selected Banks have implemented the CRM programme with the following objectives:

- To enhance service quality
- To enable Up-selling and cross-selling
- To ensure customer satisfaction or Prompt redressal of customer complaints or grievances

Findings specific to Hospitality Sector:

It is found that the selected Hotels have implemented the CRM programme with the following objectives:

- Customer satisfaction
- To increase customer loyalty
- To enhance the service quality

Findings specific to Insurance Sector:

The objectives of implementing the CRM programme in case of the Life Insurance Corporation (LIC) are as follows:

- To retain existing customers.
- To achieve customer loyalty.
- To ensure customer satisfaction thereby generate sales leads.

Findings Specific to Retail Sector:

Reliance Retail have implemented the CRM programme with the following objectives:

- Customer loyalty
- Customer retention
- Customer communication
- Customer gratification

Findings specific to Telecom Sector:

Bhartiya Sanchar Nigam Limited have implemented the CRM programme with the following objectives:

- Up-selling
- Customer support

- Customer complaint management or Customer satisfaction

Findings specific to Airlines Sector:

Jet Airways have implemented the CRM programme with the following objectives:

- To enhance safety
- To increase efficiency
- To reduce costs
- To improve service
- To improve quality

Findings specific to Consultancy Sector:

TATA Consultancy Services have implemented the CRM programme with the following objectives:

- To focus on quality customer service
- To improve specific aspects of customer service.
- To help clients improve customer satisfaction.

Recommendations & Suggestions

All the organizations that are selected for the study are enjoying and maintaining good customer relations, hence there isn't scope of suggestion from this study perspective. However the researcher presents the progressive thought based on the information gathered during the study.

- The banking service organizations could design their offering based on customer knowledge strategy.
- BSNL could accept valid feedback from customers regularly and make sure that they satisfy and retain the customers.
- Life Insurance Corporation (LIC) could implement M-CRM, Cross-Selling, De-materialized policies and One counter payment of claims.
- The Reliance Retail outlets could locate long term customers, impulse buyers, corporate buyers, and groups based on multiple integrated retail users to enhance the CRM.

Conclusion

Customer Relationship Management entails all aspects of interaction a company has with its customers, whether it is sales or service related; it starts with the foundation of relationship marketing. CRM is a systematic approach towards utilizing information and ongoing dialogue to build long lasting mutually beneficial customer relationship. From the above all available data, it is clear that how CRM is playing a vital role in the service sector and how it is strengthening the service sector. It is concluded that all the organizations selected for the study are unanimous in the way they define Customer Relationship Management (CRM) and their understanding of the concept of CRM. However, this study has thrown sufficient light on the CRM practices adopted and implemented by the organizations and how these practices differ among the different service industries and within the service sector.

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