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Customer Relationship Management from an Automotive Battery Company's Perspective

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Abstract:

Competition, global quality, and new economic realities limit success of the organizations. Revenues, profits, and market shares will be gained only from retained and new customers. In the new market place, under global market-oriented economy the choice-empowered customer will decide survival and success of the organization. In the global competitive market, management must focus on the customer. The very existence and survival of an enterprise is now the customer, not production, or profits or even market shares. The customer is now demanding, choosy and also unforgiving. Today customer demands the most cost-effective way of fulfilling the needs. Customers expect quality and value for money.

Keywords: *New Economic Realities, Customer, Customer Satisfaction, loyalty, CRM*

I. INTRODUCTION

Organization has to face changing and turbulent environment in future. The changing environment will have the following challenges-demanding consumer, high consumer choice, splintered market, lower margin of profit, rising costs, ever-increasing competition, globalization, leering organization. New economic realities, global quality and competition limit success only to organizations.

The very existence and survival of an enterprise is now the customer, not production, or profits or even market shares. The customer is now demanding, choosy and also unforgiving. Today customer demands the most cost-effective way of fulfilling the needs. Customers expect

quality and value for money. In the global competitive market, management must focus on the customer. Customer must be the core of the corporate world today.

Effective Customer Relationship Management has the ability to determine which customer has more profit-graph, to determine what drives to that profit, and being able to build the business models, tactics, framing the policies to ensure future profitability from such customers. Every companies game plan includes 'G-spot i.e. goals, strategies, plans, adjectives, and tactics.

II CONCEPTUAL FRAMEWORK:

There are four types of Customer Relationship Management

- A. To save or Win back
- B. To attract new or potential customers
- C. To create loyalty
- D. To up sell or cross sell

A. Win Back or Save- This is the process of convincing a customer to stay with the organization at the point they are discontinuing service or commencing them to rejoin once they have left. Of the four categories of campaigns, win back is the most sensitive, research indicates that win - back campaign is four times more likely to succeed if contact is made within the first week following a defection than if it is made in the fourth week. Selectivity is the other essential characteristic of a successful win - back campaign. The targeting of win back campaign is more e difficult because many companies are poor at defining and identifying lost customers & they have no reliable data base.

B. Prospecting-: Prospecting is the effort to win new, first time customers. Apart from the offer itself, the three most critical elements of a prospecting campaign is segmentation, selectivity & source.

C. Loyalty- Loyalty is the category in which it is most difficult to gain accurate measures. The organization is trying to prevent customers from leaving and uses three essential elements-

- i) Value Based Segmentation: It allows the organization to determine how much it is willing to invest in retaining customer loyalty.
- ii) Need Based Segmentation: Once the customer has passed value based segmentation, the organization can use need based segmentation to offer a customized loyalty program.

iii) Predictive Churns Models- Using vast amount of demographic data and usage rate available for existing customers which helps in forecasting customer attribution.

D. Cross Sell /Up Sell-: The purpose is to identify complementary offering that a customer would like for. Once the competition of the offer is determined and the contact medium is agreed to, then the organization directly presents that offer to the customer. Up selling is similar but, the organization offering a complementary product, the organization offers an enhanced one.

Benefits to the Customer:

Assuming that they have a choice, customer will remain loyal to a firm when they receive greater value relative to what they expect from competing firm. Perceived value is the customer's overall assessment of utility of a product, based on a perception of what received and what is given. Consumers are more likely to stay in a relationship when the gets (quality, satisfaction, specific benefits) exceeds what he gives.

- a) *Confidence Benefits*: These benefits comprise feelings of trust of confidence in the provider, along with a sense of reduce anxiety and comfort in knowing what to expect.
- b) *Social Benefits*: Over time, customers develop a sense of familiarity and even a social relationship with their service providers.
- c) *Special Treatment Benefits*: Special treatment includes getting benefit of the doubt, being given a special deal or price, getting preferential treatment.

Benefits to the organization:

The benefits to an organization can be linked directly to the firm's bottom line. As consumers get to know a firm and are satisfied with quality of services relative to competitors, they tend to give more of their business to the firm.

- A. *Lower Costs*: There are many start up costs associated with attracting new customers.
- B. *Free Advertising*: Through Word of Mouth: When a product is complex and difficult to evaluate, and there is risk involved in the decision to buy it - as is the case with many services - consumers most often look to others for advice on which providers to consider. Satisfied, loyal customers are likely to provide a firm with strong word-of-mouth endorsements.

Scope of CRM:

The changing environment in the 21st Century will demand 'customer focus'. Corporation or enterprise must have: (1) Customer – driven mission, vision and values, (2) customer-driven rewards, (3) Customer-driven mission, (4) Customer-driven goals, (5) Customer-driven planning and strategy. In essence, all corporate functions and people working in the enterprise shall be customer-oriented to offer continuous customer satisfaction and delight.

A. COMPETITIVE ENVIRONMENT FOR the CUSTOMER can be CREATED THROUGH-

- 1. Introduce Total Quality Management to enhance product quality.
- 2. In addition to quality, focus on processes. Assure streamlined processes (Business Process Reengineering) Thus reengineering sets your house in order.
- 3. Continuously update your understanding to keep anticipating customer needs as customer is a moving target.

4. Generate competitive edge through lower costs in order to deliver greater value at lower costs. Consumer makes tradeoffs between quality, price and the resultant return on the spent unit.
5. Cycle-times must be reduced in order to reduce time to market and to boost responsiveness to fulfill customer need just in time.
6. Develop brands to generate long-term value, not short-term margins, in order to retain the captured market against keen competition.

B. CUSTOMIZING THE CORPORATION-

All the functional areas and managerial functions must be shaped around the customer satisfaction and if feasible, around customer delight. Marketing, Manufacturing, Finance, Human Resource Development, Research and Development shall be obliged to operate directly to fulfill customer needs. This transition will need three vital steps:

1. Create a chain of internal customers.
2. Introduce an ongoing process of creativity and innovation.
3. Expose every part of your organization directly to the external customer. The net result will be the continuous flow of the value of customer-service all over the organization and management of any enterprise.

III Small case to study Customer Relationship Management Of Star batteries Pvt. Ltd., Karad

A. OBJECTIVES:

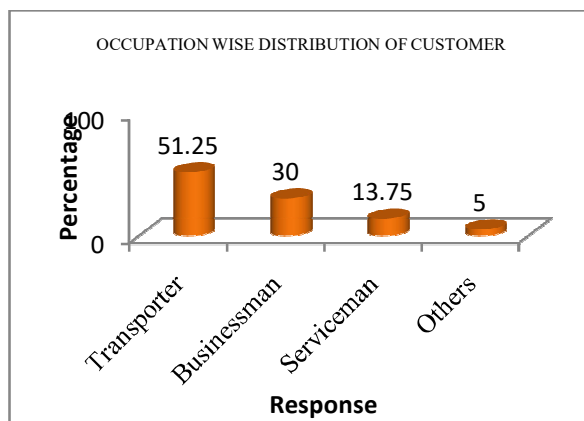
1. To study existing relationship between customer and company
2. To study the problem involved in managing customer relation and steps taken to solve the problem.

B. DATA REPRESENTATION, ANALYSIS AND INTERPRETATION

TABLE 1: OCCUPATION WISE DISTRIBUTION OF CUSTOMER

Response	No. of Respondents	Percentage (%)
Transporter	41	51.25
Businessman	24	30.00
Serviceman	11	13.75
Others	04	5.00
Total	80	100

(Source- Survey Data)



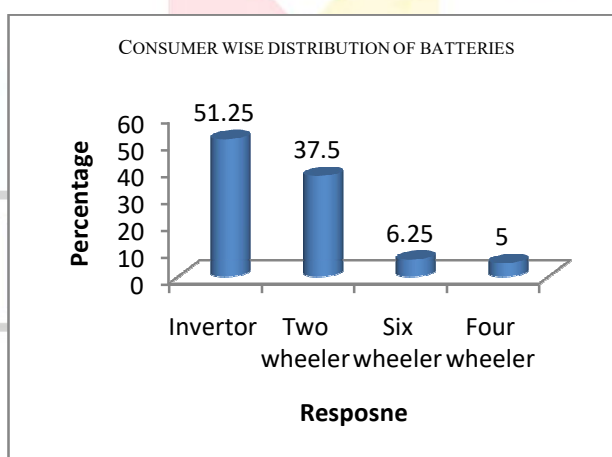
Interpretation:

From the above table, it is observed that majority of the respondents are transporter i.e. 51.25%, 30% are businessman, 13.75% are servicemen and remaining 5% respondents are others.

TABLE 2: CONSUMER WISE DISTRIBUTION OF BATTERIES

Response	No. of Respondents	Percentage (%)
Inverter	41	51.25
Two wheeler	30	37.50
Six wheeler	05	6.25
Four wheeler	04	5.00
Total	80	100

(Source- Survey Data)



(Source- Survey Data)

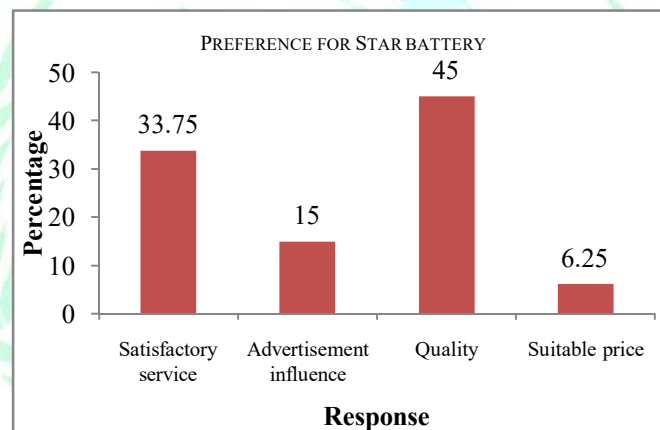
Interpretation:

From the above table, it is seen that majority of the respondents i. e. 51.25% using invertors, 37.50% of the respondents are using two wheeler again 6.25% of the respondents are using six wheeler and 5.00% of the respondents are using four wheeler.

TABLE 3: PREFERENCE FOR STAR BATTERY

Response	No. of Respondents	Percentage (%)
Satisfactory service	27	33.75
Advertisement influence	12	15.00
Quality	36	45.00
Suitable price	05	6.25
Total	80	100

(Source- Survey Data)



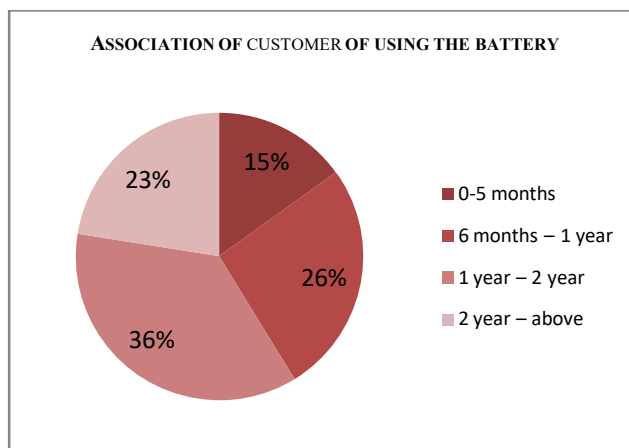
Interpretation:

From the above table, it is seen that majority of the respondents i. e. 45% prefer star battery for its quality. 33.75% respondents prefer for satisfactory service, 15% of the respondents prefer for advertisement influence and remaining 6.25% of the respondents prefer for suitable prices.

TABLE 4: THE ASSOCIATION OF CUSTOMER OF USING THE BATTERY

Response	No. of Respondents	Percentage (%)
0-5 months	12	15.00
6 months – 1 year	21	26.25
1 year – 2 year	29	36.25
2 year – above	18	22.50
Total	80	100

(Source- Survey Data)



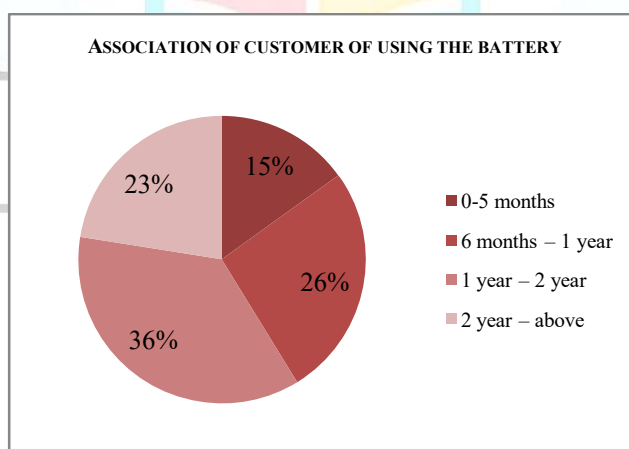
Interpretation:

From the above table, it is seen that majority of the respondents i. e. 36.25% of the respondents associated with the company from 1 year – 2 year 26.25% of the respondents associated with the company from 6 months to 1 year again 22.50% of the respondents associated with the company from 2 year and above and remaining 15% of the respondents associated with the company from 0-6 months.

TABLE 5: MAINTENANCE OF BATTERY IN 6 MONTHS – 1 YEAR

Response	No. of Respondents	Percentage (%)
1 time	42	52.50
2 time	20	25.00
3 time	10	12.50
More than 3 time	08	10.00
Total	80	100

(Source- Survey Data)



Interpretation:

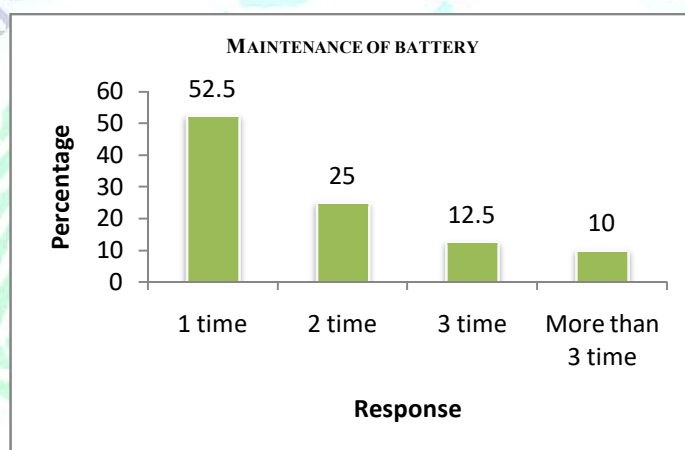
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(Source- Survey Data)



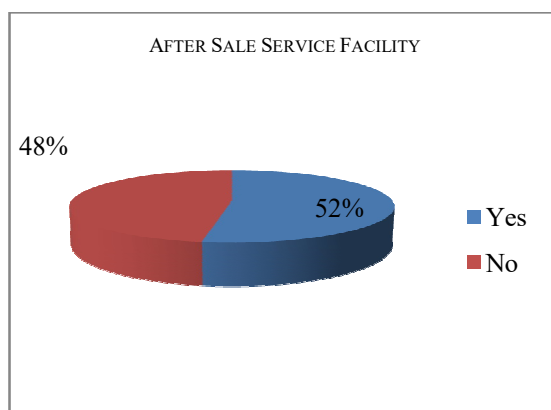
Interpretation:

From the above table, it is seen that majority of the respondents i.e. 52.50% of the respondents do one time maintenance during 6 months – 1 year. 25% of the respondents do two times, and 12.5% of the respondents do three times maintenance and only 10% do more than three times in a year.

TABLE 6: TABLE SHOWING AFTER SALE SERVICE FACILITY

Response	No. of Respondents	Percentage (%)
Yes	42	52.50
No	38	47.50
Total	80	100

(Source- Survey Data)

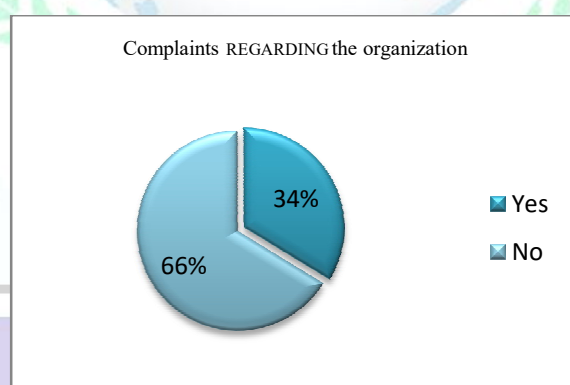


Interpretation:

From the above table, it is seen that majority of the respondents i.e. 52.50% of the respondents are getting after sale service and remaining 47.50% of the respondents are not getting after sale service.

TABLE 7: TABLE SHOWING COMPLAINTS REGARDING THE ORGANIZATION

Response	No. of Respondents	Percentage (%)
Yes	27	33.75
No	53	66.25
Total	80	100



(Source- Survey Data)

Interpretation:

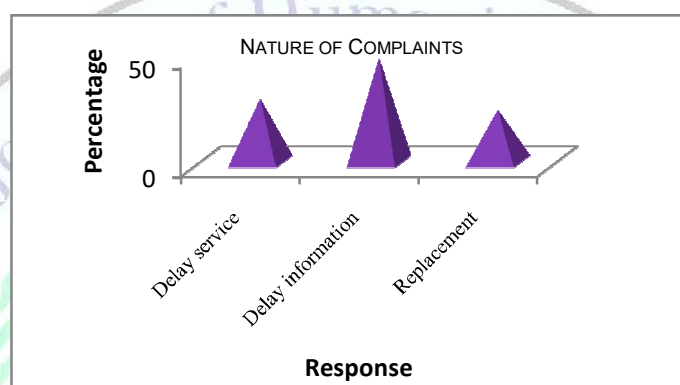
From the above table, it is seen that majority of the respondents i.e. 66.25% of the respondents do not have complaint against company's service. 33.25% respondents have some complaints about the facilities provided Star Batteries Pvt. Ltd.

It is found that some respondents are not satisfied by the service provided by Star batteries. They have complaints regarding services.

TABLE 8: NATURE OF COMPLAINTS

Response	No. of Respondents	Percentage (%)
Delay service	23	28.75
Delay information	38	47.50
Replacement	19	23.75
Total	80	100

(Source- Survey Data)



(Source- Survey Data)

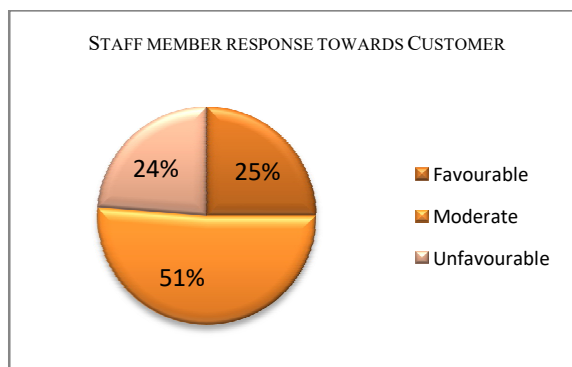
Interpretation:

From the above table, it is seen that majority of the respondents i.e. 47.50% of the respondents have complaints regarding to delay in information. 28.75% of the respondents have complaints regarding to delay in services and again 23.75% of the respondents have complaints regarding the replacement of the battery.

TABLE 9: STAFF MEMBER BEHAVIOR /RESPONSE TO CUSTOMER

Response	No. of Respondents	Percentage (%)
Favorable	20	25
Moderate	41	51.25
Non favorable	19	23.75
Total	80	100

(Source- Survey Data)



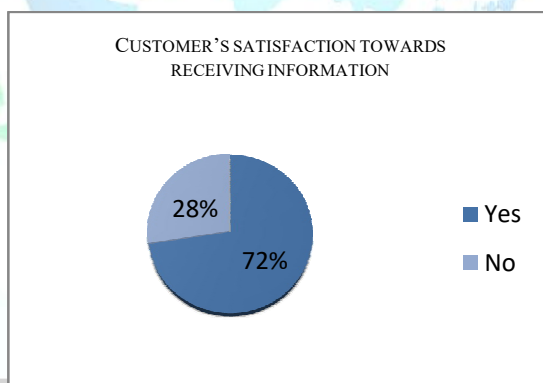
Interpretation:

From the above table, it is seen that majority of the respondents i.e. 51.25% of the respondents are treated moderately by staff member, 25% of the respondents are treated favorable and 23.75% of the respondents are treated unfavorable by the staff member.

TABLE 10: TABLE SHOWING CUSTOMER'S SATISFACTION TOWARDS RECEIVING INFORMATION

Response	No. of Respondents	Percentage (%)
Yes	58	72.50
No	22	27.50
Total	80	100

(Source- Survey Data)



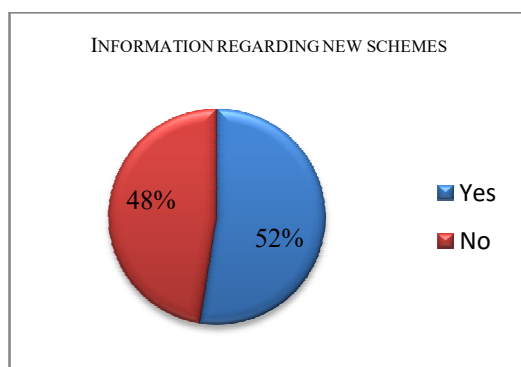
(Source- Survey Data)

Interpretation:

From the above table it is observed that 72.50% satisfying the customer and 27.50% customers not satisfying.

TABLE 11: INFORMATION REGARDING NEW SCHEMES

Response	No. of Respondents	Percentage (%)
Yes	42	52.50
No	38	47.50
Total	80	100



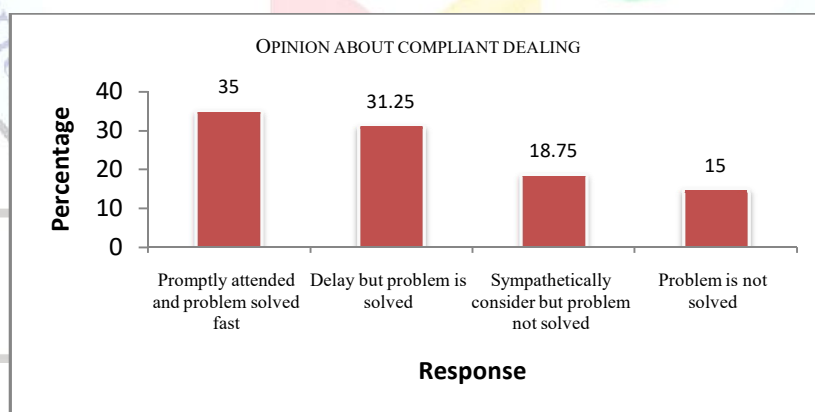
(Source- Survey Data)

Interpretation:

From the above table it is seen that majority of the respondents i.e. 52.50% of the respondents get information about new scheme and 47.50% of the respondents do not get information of new schemes.

TABLE 12: OPINION ABOUT DEALING WITH COMPLAINTS

Response	No. of Respondents	Percentage (%)
Promptly attended and clarified in time	28	35.00
Delay but clarified	25	31.25
Sympathetically consider but problem not solved	15	18.75
Problem is not solved	12	15
Total	80	100



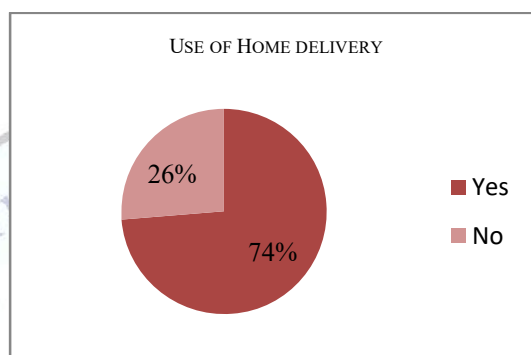
(Source- Survey Data)

Interpretation:

From the above table it is seen that majority of the respondents i.e. 35% felt that their complaints are promptly attended and clarified in time. 31.25% respondents experienced delay but problem is solved, 18.75% of the respondents have sympathetically considered but problem not solved and 15% of the respondent problem is not solved.

TABLE 13: USE OF HOME DELIVERY

Response	No. of Respondents	Percentage (%)
Yes	59	73.75
No	21	26.25
Total	80	100



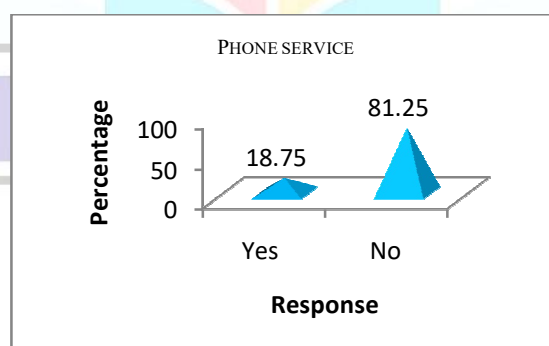
(Source- Survey Data)

Interpretation:

From the above table it is shows that majority of respondents i.e. 73.25% are using home delivery and remaining 26.25% are not using home delivery.

TABLE 14: PHONE SERVICE

Response	No. of Respondents	Percentage (%)
Yes	15	18.75
No	65	81.25
Total	80	100



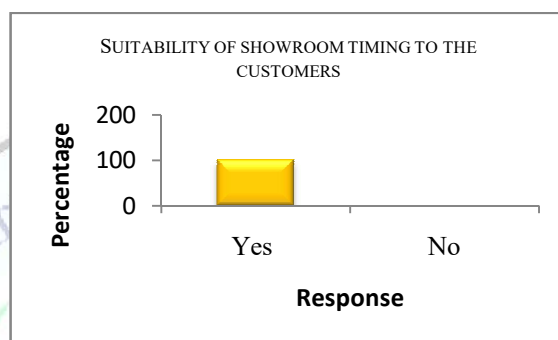
(Source- Survey Data)

Interpretation:

From the above table it is seen that majority of respondents i.e. 81.25% are not using the phone services. Remaining 18.75% of the respondents are using phone service.

TABLE 15: SUITABILITY OF SHOWROOM TIMING TO THE CUSTOMERS

Response	No. of Respondents	Percentage (%)
Yes	80	100
No	00	00
Total	80	100



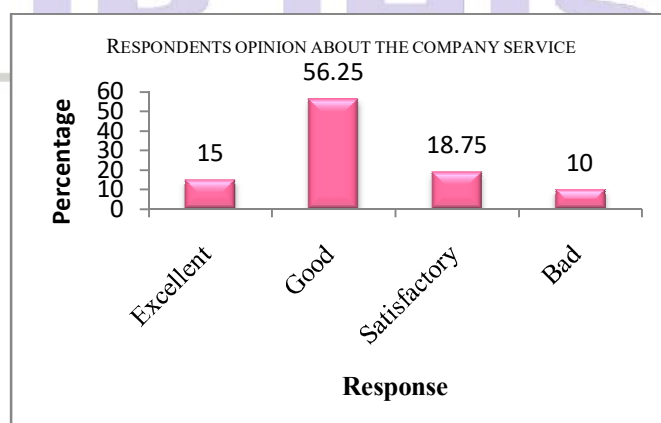
(Source- Survey Data)

Interpretation:

From the above table it is observed that 100% respondents are fully satisfied with the working hours of the company.

TABLE 16: RESPONDENTS OPINION ABOUT THE COMPANY SERVICE

Response	No. of Respondents	Percentage (%)
Excellent	12	15.00
Good	45	56.25
Satisfactory	15	18.75
Bad	8	10.00
Total	80	100



(Source- Survey Data)

Interpretation:

From the above table it is observed that the majority of respondents i.e. 56.25% of the respondents have opinion that the company service is good. 18.75% of the respondents have opinion that the company service are satisfactory, 15% of the respondents have opinion that company services are excellent and remaining 10% of the respondents have opinion that company service are bad.

C. FINDING

- 1) Majority of customers are transporters and businessman. (Graph 1)
- 2) The main Moto of the company is product quality and customer satisfaction due to which more and more customers prefer Star batteries. (Graph 3)
- 3) Majority of customers are satisfied with the company service but complaints like delay in service, information are found. (Graph 8)
- 4) Majority of respondents found average behavior from staff member. It shows that company need to focus more attention on giving favorable treatment by staff to the customer. (Graph 9)
- 5) The company is able to provide information regarding the new or festival schemes to half of the customers. (Graph 11)
- 6) Most of the respondents are using home delivery facility. (Graph 13)
- 7) Many respondents do not use phone service facility as they are not able to explain proper nature of the Star battery. (Graph 13,14)
- 8) All over customers are satisfied with the services of Star Batteries Pvt. Ltd. (Graph 16)

D. SUGGESTIONS

1. Transporters and businessman may be user of many vehicles. To increase purchasing frequencies of Star batteries, company need to take some extra effort.
2. The company must concentrate on new promotional schemes which will attract new customers.
3. The company should increase quality of service and provide proper information about the product. Company should open new associates to increase network of coverage for easy accessibility.
4. It is suggested that staff of branch should treat well, maintain friendly relation and provide proper counseling to customers.
6. Company should try to attain the customer's complaint properly and solve them at satisfactory level.

IV. Conclusion:

Relations are the essential of life. They are invisible threads which build a unique bound

between individuals and organization. The satisfactory relations and performance of organization are strictly influenced by service made available to the customer. Satisfactory services increase the customer loyalty and tendency to invest gain & gain. But poor experience transfers the business to competitors. Satisfied customers are more positive towards the loyalty. Satisfied customer develops a strong relationship with the organization and this often leads to retain relationship and longevity.

"A small percentage of customers account for a large percentage of profits"

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