

## Automobile CRM system importance and its impact on business outcomes

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### ABSTRACT:

Customers Data Management can be resolved by CRM Systems. Sales Officers of Automobile Dealers are key role players in Automobile Industry. Sales officers have the Main responsibility to Achieving Sales Growth of Automobile Dealers. Customer's demographic profile is very most of the first criteria affecting their car purchase decision. In this Research Paper Researcher has verified CRM system importance & its impact on Automobile Car Sales. What exactly do Sales officers play a role while using CRM techniques? Automobile Manufactures Companies use their CRM system for sales growth and post-sales relationships with customers. The researcher has tried to understand Sales Officer's different views on the CRM System they are using, its importance, steps, techniques and impact on sales of Car business at their Dealers.

**KEYWORDS:** Automobile CRM System, Four Wheeler Manufactures, CRM, Sales Officer

### 1. INTRODUCTION:

An automotive CRM software, or customer relationship management software, is a application that integrates various aspects of your automobile business processes — including marketing, sales, and customer service.

It is the unique buying journey of car customers.

CRM streamlines the sales processes to increase your overall operational efficiency, and accelerate sales.

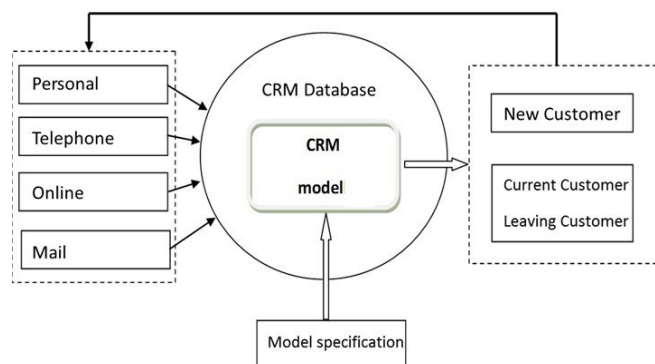
It segments users based on various factors, including demographics, buying behaviour, and others.

Sales managers can also automate follow-up activities to maintain customer relationships post-sale.

An automotive CRM software produces real-time data about lost sales, closed deals, marketing campaign results, customer satisfaction, customer query response rates, and much more.

#### CRM Features

- Contact Management
- Customer Dossier
- Sales Dashboard
- Tasks and Complaints
- Analysis
- Notification System



Using automotive CRM software, you can make the buying process really simple for your customers.

CRM, in simple terms, is a digital platform that helps in managing a relationship between customers and prospects.

#### Top CRMs in the Automobile Industry

- Oracle NetSuite CRM
- Salesforce Cloud
- DealerSocket
- VinSolutions Connect
- DealerMine
- Easi'r

As per Salesforce's definition, "Customer Relationship Management (CRM) is a strategy for managing all your company's relationships and interactions with your customers and potential customers."

#### CRM is crucial in:

- Displaying actionable data

- Turning data into actionable insights
- Facilitating team communication
- Managing Contacts, Sales Management
- Creating and improving a bond with the existing customers
- Maintaining customer loyalty with personalized experiences
- Extending brand loyalty through word of mouth, and ultimately,
- Increasing profitability, productivity, and customer service

CRM is now expected to reach more than \$80 billion in revenues by 2025. It serves diverse industries and is completely customizable to the needs of the business. It offers assistance to the Hotel industry, Travel Industry, E-commerce industry, Healthcare Industry, Education Industry, Real Estate Industry, FMCG industry, Pharmaceutical industry, Media Industry, Retail Industry, Service Industry, and many others.

#### **Trends in Automobile CRM**

- Artificial Intelligence
- Hyper-Personalization
- Rise in Self-Service Models
- Enhanced Customer Models
- Enhanced Mobility

#### **CRM for Automobile Industry**

##### **OEMs**

For OEMs, the centralized automotive CRM solution creates new opportunities for personalized customer engagement and the management of relationships with all the involved parties.

- Dealers
- Suppliers
- Mobility Service Companies
- Customer Lifecycle Management
- Analyze Customer Data
- Better Sales
- Collective Customer Feedback
- Automating Manual/Repetitive Tasks

## **2. LITERATURE REVIEW:**

Word-of-mouth is an effective and efficient marketing tool that produces higher sales and enhances the opportunity cross-selling sell new products and services among existing customers (Kabiraj and Shanmugan, 2009) [20]. Lack of communication and interaction with customers and incompetence to combine customer data touch points can lead to adverse experiences and attitudes of customers (Chan, 2005) [21]. It may trigger damages to businesses in the long run. Therefore, the strategy becomes progressively more popular nowadays.

Largely, it is common to combine CRM techniques with data communication technologies. It includes the development of a database systems and customer intelligence system (Chan, 2005) [21].

It directs to deeper customer perception and genuine customer satisfaction. CRM strategies significantly affect customer insight in an optimistic way (Mithas et al, 2005) [25].

(Kotler and Armstrong, 2011) [4]. The highly critical objective of an organization is to maintain customer loyalty and focus on a customer-centric approach in its organizational and marketing strategies (Jain & Singh, 2002).

CRM is a strategy for firms to build and manage long-term relationships and contacts with their customers (Mojtaba, 2009) [7].

Wilson (1995) [8], has pointed out various factors that affect CRM such as commitment, Trust, Cooperation, satisfaction, Social bonds, etc.

Radha Krishna G and Shylajan C S [9], According to their study the procedures apart from providing all product features should also go for aggressive and assertive marketing and deliver substantial Brand visibility

##### **Definition of CRM:**

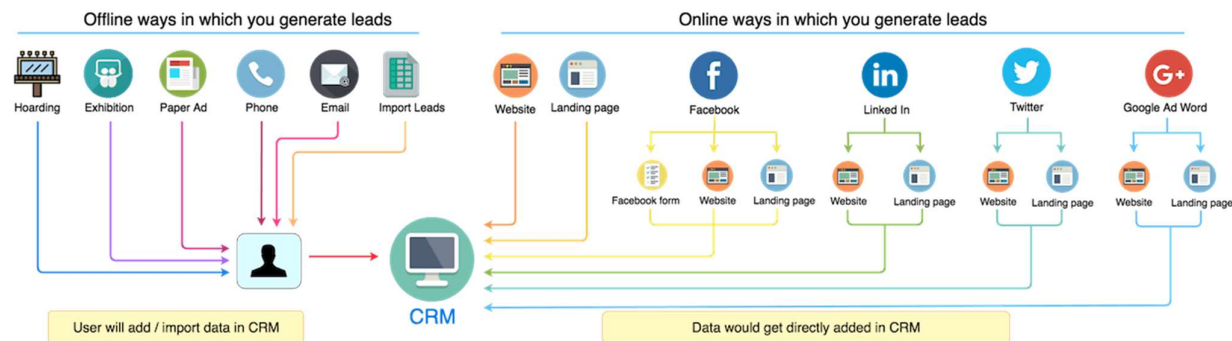
Ueno [48] considers CRM as an advanced level of marketing strategy to intensify the acquisition and retention of customers and creates long-term value and a long-term relationship with customers.

Additionally, Özgener, Iraz and Hoots [49, 50], define CRM as a business strategy and a picture of customer requirements to increase profitability and intellectually manage sales, marketing, and service procedures.

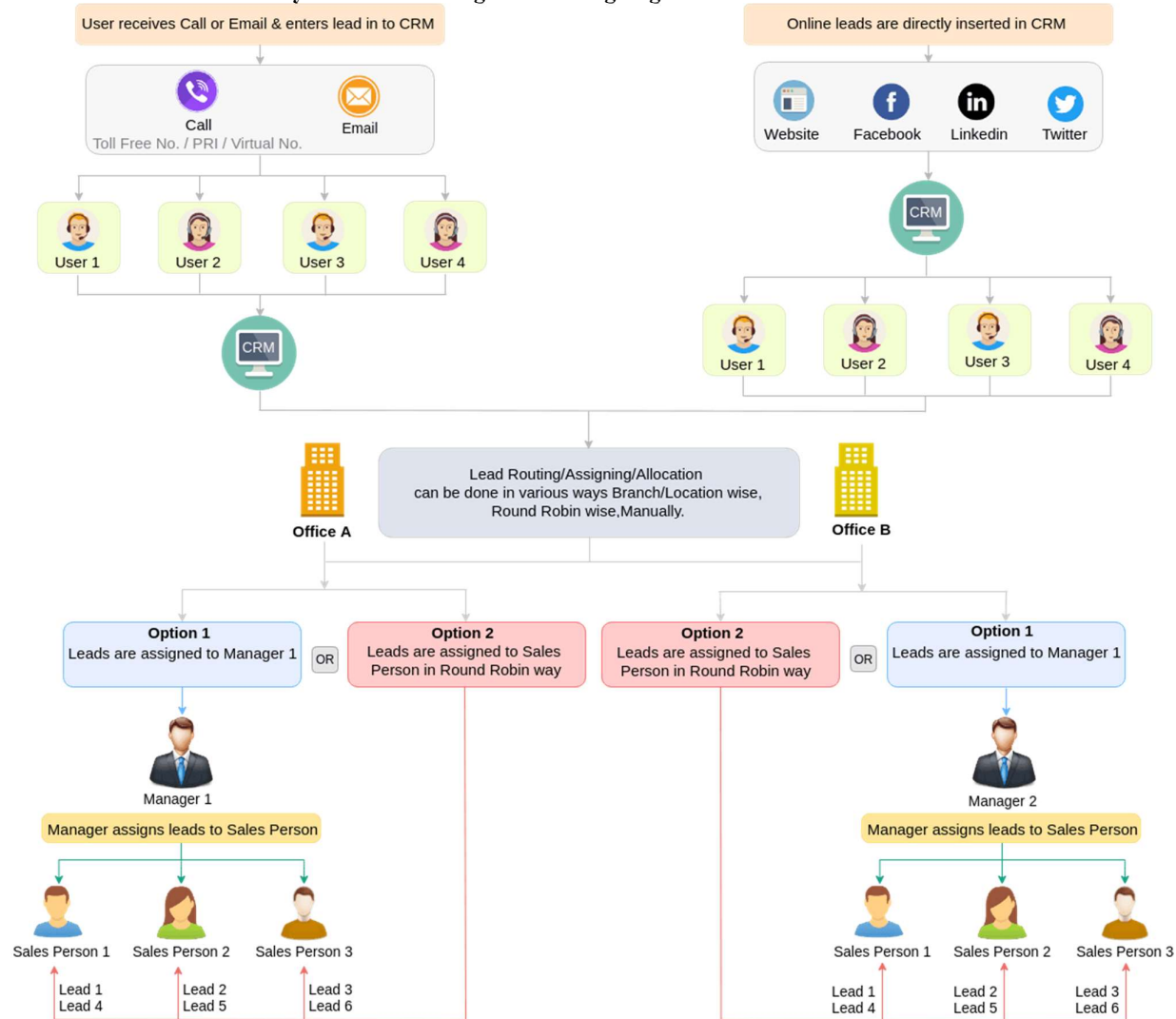
## **3. STATEMENT OF PROBLEM:**

Analysing the CRM in the Automobile industry it is important to identify the customer at each level and the role of the customer. This study proposes to highlight the relationship between all the stakeholders in marketing from sales representatives to customers.

#### **Lead flow from various sources into Automotive CRM**



### Flow Chart for Various Ways of Lead Routing / Lead Assigning / Lead Allocation in Automotive CRM



### SIGNIFICANCE OF THE STUDY:

There is very huge market open for passenger vehicle sector but sales are not up to the mark. The dealers are compromising their own margins to retain market shares. There is a need to be focused on customer relationship management practices and increase the skill set of the sales representatives to increase their share in domestic market.

### 4. OBJECTIVES OF THE STUDY:

- 1) To Study CRM Trends & techniques followed by Car Companies
- 2) To study Automobile CRM system importance and their impact on business outcomes
- 3) To study CRM effectiveness at dealer's space
- 4) To Understand CRM Implementations of Automobile Dealers

**SCOPE OF THE STUDY:**

Study is conducted in Western Maharashtra State, India. Sales Representatives are the samples for the study. Schedules are the instrument for data collection. Parameters under study are demographic, behavioural and psychographic of samples. This Research study will tell us what Sales Officers thought about existing CRM system used by Car Dealer and how effective it is in CRM Implementation. Data has been processed by using MS-Excel and analysed using SPSS Package. Descriptive analysis, inferential statistics and multivariate statistical tools were brought in use.

**IMPORTANCE OF THE STUDY:**

This study explores the Customer Relationship System importance and impact on sale of car dealers. Study will suggest how it is important to Sales officers and Dealers.

**5. RESEARCH METHODOLOGY:**

The study is descriptive inferential in nature, which describes the existing customer relationship management system in Automobile industry. An inferential approach is used to derive the data from samples.

**5.1 Data Required:**

Data about the demographic profile of sales officers, different basis used for developing and maintaining the relationship, preferences, expectations, segmentation criteria, conceptual data on CRM.

**5.2 Data Sources:**

The data and information were collected by using Primary Sources and Secondary Sources.

**1. Secondary Data Sources:**

The secondary data regarding the concept of CRM, the concept of segmentation, information about relationship marketing, CRM Systems, and Variables effect on CRM Systems are collected from various books, newspapers, websites and International and national journals. This data was useful for a conceptual framework and literature review.

**2. Primary Data Sources:**

The primary data regarding the demographic profile, different basis used for developing and maintaining the relationship, the Importance of CRM, its use, different techniques were collected through Structured Schedules.

**5.3 Instrument:**

Structured Schedules has used to collect primary data. Four distinct schedules have used for collecting data from Sales Representative, Sales Managers, Customers and Auto Dealers. Entire schedules were natured as structured, close ended and codified.

**1. Schedule for Sales Representative:**

The Schedule for Sales representatives had two structures

- A. Personal Information
- B. Existing CRM and its Impact on Business Outcomes
- C. Increase in business Due to CRM
- D. Importance and Impact of Existing CRM
- E. Use and Satisfaction on CRM system

**5.4 Sampling:**

Researcher uses the Stratified Random Sampling which is a commonly used probability sampling method that is superior to random sampling because it reduces sampling error.

**Population and Sample size**

Sr	Stakeholders	Population	Calculated Sample Size	Actual Samples Taken
1	Sales Representative	# Infinite	96	50

**6. DATA ANALYSIS:****6.1 Part I Sales Representative**

Part I highlights the analysis of data related with opinions of Sales representative on Existing CRM system.

**A. Working Experience**

On the field experience of sample Sales representative has assessed. The work experience has taken in years of certain intervals. Percentages are calculated on years of experience. The data has processed using quartiles and presented below.

Table 0-1 Experience of Sales Representative (n=50) Sr.	Years	Frequency	Percent

1	1-5	22	44%
2	6-8	15	30%
3	9-12	12	24%
4	13-25	1	2%
Total		50	100

Source: Field Data

As per quartiles, table reveals that 44.00 percent samples having experience in between 1-5 years. 74 percent samples having experience between 1 to 8 years. Only 26 percent samples having experience more than 9 years. It shows that maximum number of samples having less experience.

## B. Educational Qualification

Sales Representatives are entrusted with huge responsibility to give presentation and made understand customer about the Vehicle and its features. From this viewpoint the educational qualification of Sales representatives is foremost important. The educational qualification of sample Sales representatives has enumerated for which seven different possible educational qualifications were asked.

The percentages are calculated as per different educational qualification.

**Table 0-2 Educational Qualification of Sales Representative**

(n=50)

Sr.	Qualification	Frequency	Percent
1	Bachelor of Arts	20	40%
2	Bachelor of Commerce	10	20%
3	Bachelor of Business Management	12	24%
5	PGDM	5	10%
6	MBA	3	6%
Total		50	100

Source: Field Data

Above table reveals that 86 % samples having education upto BBA. Only 16% has PGDM or Marketing Degree. It tells most of sales representatives are having bachelor degree

### 5.1.1 Existing CRM and its Impact on Business Outcomes

Most of the Auto companies using different strategies to develop relationship with employees and customer. CRM is also one of the systems which is used for developing relationship with customers. Researcher has taken the opinion of Sales representatives regarding existing CRM system and its impact on business outcomes. Two questions one is use of CRM system and second is rise in percentage after using CRM were asked to samples. Frequency and percentage has been used for analysis.

**Table Error! No text of specified style in document.-1 Opinion of Sales representatives regarding existing CRM system and its impact on business outcomes.**

Sr.	Parameter	Yes		No	
		Frequency	%	Frequency	%
1	Do you have CRM system in your organization	50	100	0	0
2	Do you observe any impact of CRM system on Business outcomes	50	100	0	0

Source: Field Data

Above table shows that all 50 samples percept that they are using CRM system in organization. Samples opine that the software which they are using for daily transaction and for reporting the same system were used for CRM and all are agree on the impact of CRM system on business outcomes.

### 5.1.2 Increase in business Due to CRM

After using the CRM system definitely, it effects on various factors in which business outcomes is leading factor. Researcher has taken the opinions of Sales representatives regarding use of CRM system and percentage of increase in business has assessed. Different opinions of representatives are categorized in quartiles. Data collected in the form of frequency and analyzed using percentage.

**Table Error! No text of specified style in document.-2 Opinion of Sales representatives on increase in business after using CRM (n=50)**

Sr.	Increase in business after using CRM (%)	Frequency	Percent
1	0-36	19	38%

2	37-50	14	28%
3	51-70	7	14%
4	71-100	5	10%
Total		45	
Missing		5	
Total		50	

Source: Field Data

Above table shows that 45 samples responded to this question. It has observed that out of 45 samples 14% samples opines that there is 51 to 70% increment in business by using CRM system where as 38 % opines that there is an impact upto 36% rise, 14% samples opines there is an increment upto 34 to 50% and 10% samples opines that there is 71 to 100% rise in business because of CRM system. It means that there is a positive impact of CRM system on business outcomes.

The entire discussion reveals positive impact of CRM system on business outcomes.

### 5.1.3 Importance and Impact of Existing CRM

For developing and maintaining relations with customer, organization using various parameters. The opinion of Sales representatives towards 46 parameters of CRM was sought on importance and its impact on business scale using five point scale. The scale for importance level ranges 1 for Not important and 5 for extremely important, for affect on business outcomes level 1 for strongly unaffected and 5 for strongly affected. Mean, standard deviation and rank on mean score has been used for data analysis.

**Table Error! No text of specified style in document.-3Opinion of Sales representatives regarding importance and impact on business of existing CRM system (n=50)**

Sr. No	Parameters	Mean	S.D	Rank	Mean	S.D	Rank
1	Formal system for identifying potential customers	4.14	0.49	37	3.83	0.74	45
2	Formal system for identifying which of the potential customers are more valuable	4.17	0.5	33	3.92	0.58	42
3	Use data from external sources for identifying potential high value customers	4.06	0.59	42	3.97	0.69	41
4	Formal system in place that facilitates the continuous evaluation of prospects	4.11	0.68	40	4.23	0.65	23
5	System in place to determine the cost of re-establishing a relationship with a lost customer	4.29	0.78	15	4.24	0.72	20
6	Systematic process for assessing the value of past customers with whom you have no longer relationship	4.21	0.69	27	4.22	0.67	24
7	System for determining the costs of re-establishing a relationship with inactive customers	4.26	0.74	19	4.2	0.71	29
8	Attempts to attract prospects in order to coordinate message across media channels	4.23	0.64	23	4.19	0.7	32
9	Formal system in place that differentiates targeting communications based on the prospects value	4.23	0.62	23	4.21	0.53	26
10	Systematically present different offers to prospects based on the prospects economic value	4.38	0.66	5	4.33	0.6	7
11	Differentiate acquisition investments based on customer value	4.32	0.68	9	4.29	0.55	14
12	Systematic process/approach to re-establish relationships with valuable customers who have been lost to competitors	4.43	0.64	2	4.38	0.59	2
13	System in place to be able to interact with lost customers	4.39	0.67	3	4.38	0.61	2
14	Systematic process for re-establishing a relationship with valued inactive customers	4.46	0.66	1	4.47	0.6	1
15	System for interacting with inactive customers	4	0.5	46	3.91	0.57	43
16	Formal system for determining which are the current customers are of the highest value	4.17	0.46	33	4	0.58	40
17	Continuously tracks customers information in order to assess customer value	4.27	0.63	17	4.11	0.59	37
18	Actively attempts to determine the costs of retaining customers	4.31	0.59	10	4.22	0.63	24



Sr. No	Parameters	Mean	S.D	Rank	Mean	S.D	Rank
19	Track the status of the relationship during the entire customer life cycle( relationship maturity)	4.3	0.61	12	4.33	0.64	7
20	Maintain an interactive two way communication with customers	4.3	0.63	12	4.3	0.59	11
21	Actively stress customer loyalty of relation programs	4.22	0.6	26	4.14	0.65	34
22	Integrate customer information across customer contact points ( e.g. mail, telephone, web fax, face to face)	4.2	0.62	30	4.14	0.65	34
23	Structure to optimally respond to groups of customers with different values	4.11	0.66	40	4.17	0.6	33
24	Systematically attempts to customize products / services based on the value of the customer	4.24	0.62	22	4.12	0.6	36
25	Systematically attempts to manage the expectations of values customers	4.21	0.66	27	4.32	0.56	9
26	Attempt to build long term relationships with high value customers	4.26	0.59	19	4.34	0.62	6
27	Formalized procedures for cross selling to valuable customers	4.04	0.7	44	4.2	0.62	29
28	Formalized procedures for up selling to valuable customers	4.19	0.82	31	4.24	0.61	20
29	Try to systematically extend share of customer with high value customers	4.28	0.64	16	4.28	0.6	17
30	Systematic approaches to mature relationships with high value customers in order to be able to cross sell or up sell earlier	4.27	0.63	17	4.28	0.6	17
31	Provide individualized incentives for valuable customers if they intensify their business with us	4.26	0.7	19	4.24	0.64	20
32	Systematically track referrals	4.14	0.74	37	4.26	0.68	19
33	Try to actively manage the customers referral process	4.14	0.65	37	4.21	0.61	26
34	Provide current customers with incentives for acquiring new potential customers	4.21	0.79	27	4.29	0.6	14
35	Offering different incentives for referral generation based on the value of acquired customers	4.34	0.75	7	4.37	0.63	4
36	Formal system for identifying non profitable or lower value customers	4.06	0.51	42	3.7	0.8	46
37	Try passively discontinue relationships with low value or problem customers (e.g. raising basic service fees)	4.01	0.55	45	3.84	0.63	44
38	Formal policy or procedure for actively discontinuing relationship with low value or problematic customers (e.g. cancelling customer accounts)	4.18	0.68	32	4.03	0.73	39
39	Offer disincentives to low value customers for terminating their relationships (e.g. offering proper service)	4.17	0.6	33	4.09	0.66	38
40	Systematic training procedures for helping employees deal differently with high end and low value customers	4.37	0.61	6	4.31	0.65	10
41	Reward employees for building and developing relationship with high value customers	4.33	0.56	8	4.3	0.63	11
42	Whether your SBU is organized in a way to optimally respond to customer groups with different profitability	4.23	0.6	23	4.3	0.66	11
43	Organizing people (i.e. changing organizational structure) to deliver differentiated treatment and products to different customer segments present a strength for your SBU	4.17	0.64	33	4.21	0.66	26
44	Invest in technology to acquire and manage real time customer information and feedback	4.3	0.76	12	4.2	0.67	29
45	Technologies that allow for one to one communications with potential customers	4.31	0.63	10	4.29	0.71	14
46	Required upgraded Information Technology resources compared to competitors	4.39	0.59	3	4.36	0.68	5

Entire parameters of CRM found to be important since the mean score ranges from 4.01 to 4.46 with S.D. range from 0.49 to 0.82. The mean score shows the parameters are important and there is consistency into the opinion since the S.D. is in control limit. Samples were further asked on the impact of these variables on business outcomes reveals mean score ranging from 3.70 to 4.47 with S.D. ranging from 0.53 to 0.80 reveals the importance of respective parameters on the impact of business. Above table shows the opinions of Sales representatives about existing CRM system used by

them. Most of the Auto organizations are using online software for reporting and to update the customer's information. Hence, most of the Sales representatives are using this system for developing relationships with customers. It shows that mean value of all the variables is more than 4 signifies that samples are given more importance to all the variables and opines of all the parameters are essential part of customer relationship management system. In between this systematic process for re-establishing a relationship with valued inactive customers having mean value 4.46 secures 1st ranks. Approach to re-establish relationships with valuable customers lost to competitors carries 4.43 mean value and secures 2nd rank. The standard deviation is ranging from 0.49 to 0.82 which shows the consistency in the opinion of Sales representatives.

Sales representative also gives the opinion about whether these parameters are affecting on business outcomes. It shows that as per the Sales representative's opinion systematic process for re-establishing a relationship with valued inactive customers is more affected in business outcomes having mean value 4.47 with S.D.

0.60 and secures 1st rank. Followed to this approach to re-establish relationships with valuable customers lost to competitors and interact with lost customers is also affecting on business with mean value 4.38 and secures 2nd rank. Out of 46 variables

40 variables having mean value more than 4 it shows that 40 variables are mostly affecting on the business outcomes. Remaining 6 variables received mean value less than 4 but more than 3 it means Sales representatives are not strongly agree but slightly agree on these 6 variables are affecting business. The variables are identifying more valuable potential customers, system for identifying potential customers, system for interacting with inactive customers, identifying non profitable customers and discontinuing relationship with low value customers. The standard deviation on affected scale is also less than 1 it shows the consistency in the opinion of Sales representatives.

The Spearman's rank Correlation Coefficient value is 0.765 at 0.01 level of significance. Signifies that there is strong positive relationship between importance and affected level of parameters of CRM.

The detail analysis of aforesaid 46 parameters has undertaken in an independent section in this thesis using multivariate technique i.e. factor analysis.

After analyses it can be conclude that sample Sales representatives are agree on all the parameters which are used in CRM. Most of the Sales representatives are using various tools for maintaining and developing relationship with physician and retailers. All the respondents are given more importance and strongly agree on parameters affect on business outcomes. So the spearman's rank correlation coefficient value signifies strong positive relationship between importance and affected level of parameters of CRM.

#### 5.1.4 Use and Satisfaction on CRM system

For developing and maintaining relations with customer, organization using various parameters. Researcher has taken opinions of Sales representatives regarding use and satisfaction about existing CRM system. Data were collected on three different scales. One scale talk about use of the parameter on nominal scale and presented in frequency and percentage. If the stakeholders are using the parameter then second scale shows the satisfaction of samples towards the defined parameter using mean, standard deviation and rank. If the stakeholders are not users then third scale seeks opinion whether sample expects the same or not.

**Table Error! No text of specified style in document.-4 Opinion of Sales representatives regarding use and satisfaction about existing CRM system**

Sr	Parameter					If Yes			If No			
		Use				Satisfaction			(Expectation)			
		Yes		No					Yes		No	
		F	%	F	%	Mean	S.D	Rank	F	%	F	%
1	Formal system for identifying potential customers	42	84%	8	16%	3.86	0.76	44	6	75%	2	25%
2	Formal system for identifying which of the potential customers are more valuable	43	86%	7	14%	3.94	0.62	41	4	57%	3	43%
3	Use data from external sources for identifying potential high value customers	42	84%	8	16%	3.92	0.8	43	5	63%	3	38%
4	Formal system in place that facilitates the continuous evaluation of prospects	43	86%	7	14%	4.24	0.69	21	5	71%	2	29%
5	System in place to determine the cost of re-establishing a relationship with a lost customer	41	82%	9	18%	4.2	0.86	28	8	89%	1	11%



Sr	Parameter					If Yes			If No			
		Use				Satisfaction			(Expectation)			
		Yes		No					Yes		No	
		F	%	F	%	Mean	S.D	Rank	F	%	F	%
6	Systematic process for assessing the value of past customers with whom you have no longer relationship	40	80%	10	20%	4.2	0.69	28	10	100%	0	0%
7	System for determining the costs of re-establishing a relationship with inactive customers	38	76%	12	24%	4.17	0.77	32	7	58%	5	42%
8	Attempts to attract prospects in order to coordinate message across media channels	41	82%	9	18%	4.16	0.75	34	8	89%	1	11%
9	Formal system in place that differentiates targeting communications based on the prospects value	41	82%	9	18%	4.22	0.56	26	7	78%	2	22%
10	Systematically present different offers to prospects based on the prospects economic value	40	80%	10	20%	4.39	0.59	4	9	90%	1	10%
11	Differentiate acquisition investments based on customer value	39.5	79%	10.5	21%	4.34	0.56	10	9	86%	1.5	14%
12	Systematic process/approach to re-establish relationships with valuable customers who have been lost to competitors	40	80%	10	20%	4.41	0.58	2	8	80%	2	20%
13	System in place to be able to interact with lost customers	41	82%	9	18%	4.38	0.63	5	7	78%	2	22%
14	Systematic process for re establishing a relationship with valued inactive customers	42	84%	8	16%	4.5	0.59	1	6	75%	2	25%
15	System for interacting with inactive customers	43	86%	7	14%	3.94	0.61	41	5	71%	2	29%
16	Formal system for determining which are the current customers are of the highest value	41	82%	9	18%	4.04	0.62	39	8	89%	1	11%
17	Continuously tracks customers information in order to assess customer value	42	84%	8	16%	4.16	0.62	34	6	75%	2	25%
18	Actively attempts to determine the costs of retaining customers	40	80%	10	20%	4.24	0.64	21	5	50%	5	50%
19	Track the status of the relationship during the entire customer life cycle( relationship maturity)	39	78%	11	22%	4.38	0.63	5	7	64%	4	36%
20	Maintain an interactive two way communication with customers	41	82%	9	18%	4.36	0.59	9	8	89%	1	11%
21	Actively stress customer loyalty of relation programs	42	84%	8	16%	4.19	0.65	31	6	75%	2	25%
22	Integrate customer information across customer contact points ( e.g. mail, telephone, web fax, face to face)	41	82%	9	18%	4.14	0.7	36	7	78%	2	22%
23	Structure to optimally respond to groups of customers with different values	41	82%	9	18%	4.17	0.64	32	8	89%	1	11%
24	Systematically attempts to customize products / services	39	78%	11	22%	4.09	0.63	38	8	73%	3	27%

Sr	Parameter					If Yes			If No			
		Use				Satisfaction			(Expectation)			
		Yes		No					Yes		No	
		F	%	F	%	Mean	S.D	Rank	F	%	F	%
	based on the value of the customer											
25	Systematically attempts to manage the expectations of values customers	42	84%	8	16%	4.33	0.58	13	6	75%	2	25%
26	Attempt to build long term relationships with high value customers	42	84%	8	16%	4.38	0.61	5	6	75%	2	25%
27	Formalized procedures for cross selling to valuable customers	41	82%	9	18%	4.2	0.64	28	8	89%	1	11%
28	Formalized procedures for up selling to valuable customers	41	82%	9	18%	4.23	0.62	23	8	89%	1	11%
29	Try to systematically extend share of customer with high value customers	39	78%	11	22%	4.31	0.59	16	7	64%	4	36%
30	Systematic approaches to mature relationships with high value customers in order to be able to cross sell or up sell earlier	40	80%	10	20%	4.3	0.59	17	9	90%	1	10%
31	Provide individualized incentives for valuable customers if they intensify their business with us	42	84%	8	16%	4.29	0.64	18	6	75%	2	25%
32	Systematically track referrals	41	82%	9	18%	4.27	0.68	20	8	89%	1	11%
33	Try to actively manage the customers referral process	40	80%	10	20%	4.22	0.63	26	9	90%	1	10%
34	Provide current customers with incentives for acquiring new potential customers	41	82%	9	18%	4.29	0.62	18	8	89%	1	11%
35	Offering different incentives for referral generation based on the value of acquired customers	42	84%	8	16%	4.34	0.64	10	7	88%	1	13%
36	Formal system for identifying non profitable or lower value customers	42	84%	8	16%	3.73	0.8	46	7	88%	1	13%
37	Try passively discontinue relationships with low value or problem customers (e.g. raising basic service fees)	41	82%	9	18%	3.84	0.67	45	9	100%	0	0%
38	Formal policy or procedure for actively discontinuing relationship with low value or problematic customers (e.g. cancelling customer accounts)	41	82%	9	18%	4.04	0.75	39	9	100%	0	0%
39	Offer disincentives to low value customers for terminating their relationships (e.g. offering proper service)	39	78%	11	22%	4.1	0.67	37	9	82%	2	18%
40	Systematic training procedures for helping employees deal differently with high end and low value customers	42	84%	8	16%	4.38	0.65	5	7	88%	1	13%
41	Reward employees for building and developing relationship with high value customers	43	86%	7	14%	4.33	0.62	13	5	71%	2	29%
42	Whether your SBU is organized in a way to optimally respond to	41	82%	9	18%	4.32	0.65	15	8	89%	1	11%

Sr	Parameter					If Yes			If No			
		Use				Satisfaction			(Expectation)			
		Yes		No					Yes		No	
		F	%	F	%	Mean	S.D	Rank	F	%	F	%
	customer groups with different profitability											
43	Organizing people (i.e. changing organizational structure) to deliver differentiated treatment and products to different customer segments present a strength for your SBU	39	78%	11	22%	4.23	0.69	23	10	91%	1	9%
44	Invest in technology to acquire and manage real time customer information and feedback	40	80%	10	20%	4.23	0.69	23	9	90%	1	10%
45	Technologies that allow for one to one communications with potential customers	39	78%	11	22%	4.34	0.71	10	6	55%	5	45%
46	Required upgraded Information Technology resources compared to competitors	42	84%	8	16%	4.41	0.67	2	6	75%	2	25%

Source: Field Data

Above table shows the opinion of Sales representative about the use of CRM system, if they are using then satisfaction and if not using then expectation. It shows that more than 80% samples using all the parameters under their CRM system. It means that most of the organizations are focusing on CRM and they know the importance of CRM system in business. Many organizations having online software's/ systems for updating the customers information and they are using same system for the reporting purpose. So it gets easy to most of the Sales representative to implement CRM system. Research also considered the opinion of Sales representative about satisfaction on CRM system. It shows that most of the Sales representatives are fully satisfied on systematic process for reestablishing a relationship with valued inactive customers, approach to reestablish relationships with valuable customers lost to competitors, upgraded IT, different offers to prospects based on economic value and more 35 parameters which mean value is more than 4. Remaining 6 parameters having mean value less than 4 but more than 3 it shows that Sales representative are not fully satisfied but satisfied with identifying more valuable potential customers, system for identifying potential customers, identifying potential high value customers from external source, system for interacting with inactive customers, discontinuing relationship with low value customers, identifying non profitable customers and identifying non profitable customers.

Those Sales representatives are not implementing CRM system they were answered for the expectation. Most of the respondent shows positive response for expectation means they are expecting particular parameter in there CRM system. For some parameter respondents not shown interest like facilitates the continuous evaluation of prospects, offering different incentives for referral.

The detail analysis of aforesaid 46 parameters has undertaken in an independent section in this thesis using multivariate technique of analysis i.e. factor analysis.

It can be conclude that most of the Sales representatives are using CRM system. Already Auto organizations focus on implementing online database system. Online data system having options to save information about customer. Sales representatives are agree on using systems for analyzing active and inactive prospective customers which are more profitable for organization. Sales representatives are more satisfied on the systematic process for re-establishing a relationship with valued inactive customers it means representatives are trying to re-establish a relationship with inactive customers but representative want improvement in identifying non profitable customers.

#### 5.1.5 Benefits of CRM to Sales Representatives

Perceptual opinions of Sales representatives about benefits of CRM system is taken. Data were collected on two different scales. First scale talks about the extend representatives are agree on parameter and second highlights the impact of CRM on business outcomes. Mean, standard deviation and rank has been used for data analysis and presentation.

**Table Error! No text of specified style in document.-5 Opinion of Sales Representative about Benefits of CRM**

Sr.	Parameter	Agree			Affected		
		Mean	S.D.	Rank	Mean	S.D.	Rank
1	Analyzing customer revenue and cost data in order to identify current and future high value customers	4.13	0.75	13	4.06	0.66	13

Sr.	Parameter	Agree					Affected		
		Mean	S.D.	Rank			Mean	S.D.	Rank
2	Targeting direct marketing efforts	4.19	0.62	11			4.09	0.66	10
3	Capturing relevant product and service behavior data	4.17	0.62	12			4.09	0.71	10
4	Creating new distribution channels	4.20	0.67	10			4.07	0.75	12
5	Developing new pricing models	4.33	0.69	3			4.12	0.67	9
6	Processing transactions faster	4.33	0.78	3			4.33	0.70	4
7	Providing better information to the front line	4.39	0.61	2			4.28	0.67	5
8	Managing logistics and the supply chain more efficiently	4.24	0.68	7			4.28	0.72	5
9	Deploying knowledge management systems	4.24	0.75	7			4.23	0.69	8
10	Tracking customer defection and retention levels	4.22	0.70	9			4.24	0.68	7
11	Tracking customer satisfaction levels	4.27	0.67	6			4.38	0.65	2
12	Tracking customer win- back levels	4.31	0.65	5			4.42	0.73	1
13	For increasing the business	4.44	0.74	1			4.38	0.66	2
Spearman's Correlation Coefficient						0.742			
Sig. (2-tailed)						0.003			
Correlation is significant at the 0.01 level (2-tailed).									

Source: Field Data

Above table shows that Sales representatives are agree on CRM is helpful for increase in business which having mean value 4.44 with 0.74 standard deviation and secures 1st rank. Followed to this samples agree with CRM is useful for providing better information to the front line, developing new pricing models and processing transactions faster having mean value 4.39,4.33 and 4.33 respectively with 0.61, 0.69,0.78 standard deviation respectively and secures 2nd, 3rd and 3rd rank. But samples opines that CRM doesn't help for analyzing customer revenue and cost data in order to identify current and future high-value customers having mean value 4.13 with 0.75 S.D. and placed on 13th rank.

Researcher also taken opinions of samples on whether these variables are affected on business outcomes. A sample opines that tracking customer win-back levels is affected on business outcomes having mean value 4.38 with 0.66 S.D. and secures 1st rank. Followed to this samples agree on CRM affect on tracking customer satisfaction levels and increasing the business with same mean value 4.38 with 0.65&0.66 S.D. and secures 2nd rank. Also samples agree on CRM affects on faster transaction having mean value 4.33 with 0.70 S.D. and secure 4th rank. Samples shows poor response as compare to others on CRM affect on analyzing customer revenue and cost data in order to identify current and future high-value customers with mean value 4.06 with 0.66 S.D. and got 13th Rank.

But Mean value on agreement scale is ranging from 4.13 to 4.44 and on affected scale 4.06 to 4.42 which is good. It means that samples are agree on all the variables and opines that all variables are affect on business outcomes.

The spearman's rank correlation coefficient value is 0.757 at 0.01 level of significance. Signifies that there is strong positive relationship between agreement and affected level of parameters of CRM.After analysis it can be conclude that CRM help for increasing the business by providing better information to the front line and its leads to faster transaction. Representatives opines that tracking customer win-back levels as well as increasing business and tracking customer satisfaction level more affected on business outcomes.

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