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Introductions to computer industry

Computer industry

Most economic theory ignores or underplays the contributions of technological progress. Mostly relegated to the realm of "exogenous factors" unaffected by economic policy, innovation enters the accounts chiefly as an effect of capital formation—the accumulation of buildings and equipment. Yet the most careful studies of the sources of productivity growth—by such economists as Lord Peter Bauer, Robert Dennison, and Nobel Laureates Simon Kuznets and Robert Solow—assign only a small share to mere accumulation of capital. Somewhere between 55 and 90 percent of productivity gains spring from other factors, such as the advance of knowledge and innovation.

If economic growth feeds on knowledge and innovation, current advances stem largely from the computer industry, a force of innovation devoted chiefly to the generation and use of knowledge. During the mid-eighties, studies at the Brookings Institution by Robert Gordon and Martin Baily ascribed some two-thirds of all U.S. manufacturing productivity growth to advances in efficiency in making computers.

Most people misunderstand the history of the computer revolution. Conventional histories begin with the creation of Charles Babbage's analytical engine in the midnineteenth century and proceed through a long series of other giant mechanical calculating machines, climaxing with ENIAC at the University of Pennsylvania in the years after World War II. This is like beginning a history of space flight with a chronicle of triumphs in the production of wheelbarrows and horse-drawn carriages.

The revolution in information technology sprang not from any extension of Babbage's insights in computer science, but from the quantum revolution in physical science.

Fundamental breakthroughs in solid-state physics led to the 1972 invention of the microchip. The microchip is a computer etched on a tiny sliver of silicon the size of a fingernail, containing scores of functioning logical devices in a space comparable not to the head of a pin, but to the point of a pin. This invention, not the ENIAC, ignited the real computer revolution.

As Robert Noyce, the key inventor of the microchip and father of the computer revolution, wrote in the early seventies:

Today's microcomputer, at a cost of perhaps \$300, has more computing capacity than the first large electronic computer, the ENIAC. It is twenty times faster, has a larger memory, is thousands of times more reliable, consumes the power of a lightbulb rather than that of a locomotive, occupies 1/30,000th the volume and costs 1/10,000 as much.

Since Noyce wrote that, the cost-effectiveness of his invention has risen more than a millionfold in less than two decades.

An effect of entrepreneurial ingenuity and individual creativity, the microchip fueled a siege of innovations that further favored and endowed the values of individual creativity and freedom. Beginning with the computer industry, the impact of the chip reverberated across the entire breadth of the U.S. economy. It galvanized the overall U.S. electronics industry into a force with revenues that, today, exceed the combined revenues of all U.S. automobile, steel, and chemical manufacturers.

The United States dominated the computer industry in 1980, with 80 percent of the industry's revenues worldwide. Less than ten companies produced most of these revenues, with IBM as the leader. All of these firms, including IBM, however, lost ground during the ensuing decade, despite the facts that the computer industry grew three times in size and its cost-effectiveness improved some ten-thousand-fold.

This story carries profound lessons. Imagine that someone had told you in 1980 that even though the computer industry verged on extraordinary growth, all of the leading U.S. firms would suffer drastic losses of market share during the decade, and some would

virtually leave the business. Would you have predicted that in 1990 U.S. companies would still command over 60 percent of world computer revenue? Probably not. Yet this is what happened. Despite other countries' lavish government programs designed to overtake the United States in computing, the U.S. industry held a majority of market share and increased its edge in revenues. The absolute U.S. lead over the rest of the world in revenues from computers and peripherals rose some 40 percent, from \$35 billion in 1979 to \$49 billion in 1989, while the U.S. lead in software revenues rose by a factor of 2.5. These numbers are not adjusted for inflation, but because prices in the computer industry dropped throughout this period, the unadjusted statistics understate the actual U.S. lead in real output.

What had happened was an entrepreneurial explosion, with the emergence of some fourteen thousand new software firms. These companies were the catalyst. The United States also generated hundreds of new computer hardware and microchip manufacturers, and they too contributed to the upsurge of the eighties. But software was decisive. Giving dominance to the United States were thousands of young people turning to the personal computer with all the energy and ingenuity that a previous generation had invested in its Model T automobiles.

Bill Gates of Microsoft, a high school hacker and Harvard dropout, wrote the BASIC language for the PC and ten years later was the world's only self-made thirty-five-year-old billionaire. Scores of others followed in his wake, with major software packages and substantial fortunes, which—like Gates'—were nearly all reinvested in their businesses.

During the eighties the number of software engineers increased about 28 percent per year, year after year. The new software firms converted the computer from the tool of data-processing professionals—hovering over huge, air-conditioned mainframes—into a highly portable, relatively inexpensive appliance that anyone could learn to use. Between 1977 and 1987 the percentage of the world's computer power commanded by large centralized computer systems with "dumb" terminals attached dropped from nearly 100 percent to under 1 percent. By 1990 there were over 50 million personal computers in the

United States alone; per capita the United States has more than three times as much computer power as Japan.

In contrast to the American approach to the computer industry, European governments have launched a series of national industrial policies, led by national "champion" firms imitating a spurious vision of IBM. These firms mostly pursued memory microchips and mainframe systems as the key to the future. Their only modest successes came from buying up American firms in trouble. Following similar policies, the Japanese performed only marginally better until the late eighties, when they began producing laptop computers. By 1990 the Japanese had won a mere 4 percent of the American computer market.

Meanwhile, American entrepreneurs have launched a whole series of new computer industries, from graphics supercomputers and desktop workstations to transaction processors and script entry systems—all accompanied with new software. The latest U.S. innovation is an array of parallel supercomputers that use scores or even thousands of processors in tandem. Thinking that the game was supercomputers based on between two and eight processors, the Japanese mostly caught up in that field, but still find themselves in the wake of entrepreneurs who constantly change the rules.

Perhaps the key figure in the high-technology revolution of the eighties was a professor at the California Institute of Technology named Carver Mead. In the sixties he foresaw that he and his students would be able to build computer chips fabulously more dense and complex than experts at the time believed possible, or than anyone at the time could design by hand. Therefore, he set out to create programs to computerize chip design. Successfully developing a number of revolutionary design techniques, he taught them to hundreds of students, who, in turn, began teaching them to thousands on other campuses and bringing them into the industry at large.

When Mead began his chip design projects, only a few large computer and microchip firms were capable of designing or manufacturing complex new chips. By the end of the eighties, largely as a result of Mead's and his students' work, any trained person with a

workstation computer costing only twenty thousand dollars could not only design a major new chip but also make prototypes on his desktop.

Just as digital desktop publishing programs led to the creation of some ten thousand new publishing companies, so desktop publishing of chip designs and prototypes unleashed tremendous entrepreneurial creativity in the microchip business. In just five years after this equipment came on line in the middle of the decade, the number of new chip designs produced in the United States rose from just under 10,000 a year to well over 100,000.

The nineties are seeing a dramatic acceleration of the progress first sown by the likes of Carver Mead. The number of transistors on a single sliver of silicon is likely to rise from about 20 million in the early nineties to over 1 billion by the year 2001. A billion-transistor chip might hold the central processing units of sixteen Cray YMP supercomputers. Among the most powerful computers on the market today, these Crays currently sell for some \$20 million. Based on the current rate of progress, the "sixteen-Cray" chip might be manufactured for under a hundred dollars soon after the year 2000, bringing perhaps a millionfold rise in the cost-effectiveness of computing hardware.

Just as the personal computer transformed the business systems of the seventies the small computers of the nineties will transform the electronics of broadcasting. Just as a few thousand mainframe computers were linked to hundreds of thousands of dumb terminals, today just over fourteen hundred television stations supply millions of dumb terminals known as television sets.

Many experts believe that the Japanese made the right decision ten years ago when they launched a multibillion-dollar program to develop "high-definition television." HDTV does represent a significant advance; the new sets will have a much higher resolution, larger screens, and other features such as windowing several programs at once. But all these gains will be dwarfed by the million fold advance in the coming technology of the telecomputer: the personal computer upgraded with supercomputer powers for the processing of full-motion video.

Unlike HDTV, which is mostly an analog system-using wave forms specialized for the single purpose of TV broadcast and display, the telecomputer is a fully digital technology. It creates, processes, stores, and transmits information in the nondegradable form of numbers, expressed in bits and bytes. This means the telecomputer will benefit from the same learning curve of steadily increasing powers as the microchip, with its billion-transistor potential, and the office computer with its ever-proliferating software.

The telecomputer is not only a receiver like a TV, but also a processor of video images, capable of windowing, zooming, storing, editing, and replaying. Furthermore, the telecomputer can originate and transmit video images that will be just as high-quality and much cheaper than those the current television and film industries can provide.

This difference replaces perhaps a hundred one-way TV channels with as many channels as there are computers attached to the network: millions of potential two-way channels around the world. With every desktop a possible broadcasting station, thousands of U.S. firms are already pursuing the potential market of a video system as universal and simple to use as the telephone is today.

Imagine a world in which you can dial up any theater, church, concert, film, college classroom, local sport event, or library anywhere and almost instantly receive the program in full-motion video and possibly interact with it. The result will endow inventors and artists with new powers, fueling a new spiral of innovation sweeping beyond the computer industry itself and transforming all media and culture.

Computer hardware profile

Hardware comprises all of the physical parts of a computer, as distinguished from the data it contains or operates on, and the software that provides instructions for the hardware to accomplish tasks. The boundary between hardware and software is slightly blurry—firmware is software that is "built-in" to the hardware, but such firmware is usually the province of computer programmers and computer engineers in any case and not an issue that computer users need to concern themselves with.

Computer Hardware is

An interdisciplinary department with its focus on research and education for the information technology. Our research and education programs cover a wide variety of sub-disciplines: theory and computer modeling of electronic and opt electronic devices, VLSI Device/Circuit and micro fabrication technologies, intelligent manufacturing systems, computer logical design, computer communications, multimedia devices, Internet technologies, and so forth. The common goals of the Department are the advancement and development of methodologies and technologies to design and build novel computers, systems of computers and with computers, as well as education and training of students.

Hardware and Computer Organization is a practical, introductory book covering the architecture of modern microprocessors. It is designed to take practicing professionals under the hood of a PC and provide them with an understanding of the basics of the complex machine that has become such a pervasive part of our everyday life. The book is divided into three major sections: Hardware Fundamentals and Digital Design; Assembly Language Programming; and Computer Architecture. The book covers the basic theories and concepts of how hardware and software cooperatively interact to accomplish real-world tasks. It begins with a discussion of hardware and computer fundamentals, and

then moves on to cover complex systems. The very important area of memory and its organization is covered in detail. Finally, the book looks at computers from a macro point of view, with performance issues, as well as pipelines, caches, and virtual memory are discussed. The book also looks into the future of reconfigurable hardware.

Unlike other major books covering this subject matter, Dr. Berger's is aimed not at how to design a computer's hardware, but at providing an understanding of the total machine: its strengths and weaknesses, how to deal with memory, how to write efficient assembly code that interacts directly with the hardware and takes best advantage of the underlying machine. Also unlike most other books, Berger shows how real engineering decisions are made in industry.

The DVD accompanying the text will contain the following:

- Source code files for all the code examples used in the text
- Working demo versions of two different processor simulators
- Video lectures from industry notables covering several of the major topics dealt with in the text

Hardware and Computer Organization is a practical introduction to the architecture of modern microprocessors for students and professional alike. It is designed to take practicing professionals under the hood of a PC and provide them with an understanding of the basics of the complex machine that has become such a pervasive part of our everyday life. It clearly explains how hardware and software cooperatively interact to accomplish real-world tasks.

Instead of simply demonstrating how to design a computer's hardware, it provides an understanding of the total machine, highlighting strengths and weaknesses, explaining how to deal with memory and how to write efficient assemble code that interacts with and takes best advantage of the underlying hardware.

Additionally, the book has a unique emphasis on facilitating the ability to make real engineering decisions in industry when working with anything from simple 8-bit microprocessors in embedded applications to PCs and workstations. It demystifies the

link between the behavior of the code and the operation of the machine, while helping engineers and students to better understand the limitations imposed by finite speed and resources.

THEORETICAL BACKGROUND OF THE STUDY

Marketing definition.

There are many definitions of marketing. The better definitions are focused upon customer orientation and satisfaction of customer needs.

Marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others - Kotler.

Marketing is the management process that identifies, anticipates and satisfies customer requirements profitably - The Chartered Institute of Marketing.

The CIM definition (in common with Barwell's definition of the marketing concept) looks not only at identifying customer needs, but also satisfying them (short-term) and anticipating them in the future (long-term retention).

The right product, in the right place, at the right time, at the right price - Adcock et al.

This is a snappy and realistic definition that uses McCarthy's Four Ps.

Marketing is essentially about marshalling the resources of an organization so that they meet the changing needs of the customer on whom the organization depends - Palmer.

This is a more recent and very realistic definition that looks at matching capabilities with needs.

Marketing is the process whereby society, to supply its consumption needs, evolves distributive systems composed of participants, who, interacting under constraints - technical (economic) and ethical (social) - create the transactions or flows which resolve market separations and result in exchange and consumption.

Bartles This definition considers the economic and social aspects of marketing.

The Philosophy Marketing and the Marketing Concept.

The marketing concept is a philosophy. It makes the customer, and the satisfaction of his or her needs, the focal point of all business activities. It is driven by senior managers, passionate about delighting their customers.

Marketing is not only much broader than selling, it is not a specialized activity at all. It encompasses the entire business. It is the whole business seen from the point of view of the final result, that is, from the customer's point of view. Concern and responsibility for marketing must therefore permeate all areas of the enterprise. Drucker.

This customer focused philosophy is known as the 'marketing concept'. The marketing concept is a philosophy, not a system of marketing or an organizational structure. It is founded on the belief that profitable sales and satisfactory returns on investment can only be achieved by identifying, anticipating and satisfying customer needs and desires.

Barwell

The achievement of corporate goals through meeting and exceeding customer needs better than the competition. Jobber. Implementation of the marketing concept [in the 1990's] requires attention to three basic elements of the marketing concept. These are: Customer orientation; An organization to implement a customer orientation; Long-range customer and societal welfare.

Cohen.

Now that you have been introduced to some definitions of marketing and the marketing concept, remember the important elements contained as follows:

1. Marketing focuses on the satisfaction of customer needs, wants and requirements;
2. The philosophy of marketing needs to be owned by everyone from within the organization;
3. Future needs have to be identified and anticipated;
4. There is normally a focus upon profitability, especially in the corporate sector.
However, as public sector organizations and not-for-profit organizations adopt the concept of marketing, this need not always be the case.
5. More recent definitions recognize the influence of marketing upon society.

ENTERPRISE RESOURCE PLANNING

Enterprise Resource Planning is the latest high end solution, information technology has lent to business application. The ERP solutions seek to streamline and integrate operation processes and information flows in the company to synergise the resources of an organisation namely men, material, money and machine through information. Initially implementation of an ERP package was possible only for very large Multi National Companies and Infrastructure Companies due to high cost involved. Today many companies in India have gone in for implementation of ERP and it is expected in the near future that 60% of the companies will be implementing one or the other ERP packages since this will become a must for gaining competitive advantage.

Evolution of ERP

In the ever growing business environment the following demands are placed on the industry :

- Aggressive Cost control initiatives
- Need to analyze costs / revenues on a product or customer basis
- Flexibility to respond to changing business requirements
- More informed management decision making
- Changes in ways of doing business

Difficulty in getting accurate data, timely information and improper interface of the complex natured business functions has been identified as the hurdles in the growth of any business. Time and again depending upon the velocity of the growing business needs, one or the other applications and planning systems have been introduced into the business world for crossing these hurdles and for achieving the required growth. They are:

- Management Information Systems (MIS)
- Integrated Information Systems (IIS)
- Executive Information Systems (EIS)
- Corporate Information Systems (CIS)
- Enterprise Wide Systems (EWS)
- Material Resource Planning (MRP)
- Manufacturing Resource Planning (MRP II)
- Money Resource Planning (MRP III)

The latest planning tool added to the above list is Enterprise Resource Planning.

Need for ERP

Most organizations across the world have realized that in a rapidly changing environment, it is impossible to create and maintain a custom designed software package that will cater to all their requirements and also be completely up-to-date. Realizing the requirement of user organizations some of the leading software companies have designed Enterprise Resource Planning software which will offer an integrated software solution to all the functions of an organization.

Features of ERP

Some of the major features of ERP and what ERP can do for the business system are as below:

- ERP facilitates company-wide Integrated Information System covering all functional areas like Manufacturing, Selling and distribution, Payables, Receivables, Inventory, Accounts, Human resources, Purchases etc.,
- ERP performs core corporate activities and increases customer service and thereby augmenting the Corporate Image.
- ERP bridges the information gap across the organization.
- ERP provides for complete integration of Systems not only across the departments in a company but also across the companies under the same management.

- ERP is the only solution for better Project Management.
- ERP allows automatic introduction of latest technologies like Electronic Fund Transfer (EFT), Electronic Data Interchange (EDI), Internet, Intranet, Video conferencing, E-Commerce etc.
- ERP eliminates the most of the business problems like Material shortages, Productivity enhancements, Customer service, Cash Management, Inventory problems, Quality problems, Prompt delivery etc.,
- ERP not only addresses the current requirements of the company but also provides the opportunity of continually improving and refining business processes.
- ERP provides business intelligence tools like Decision Support Systems (DSS), Executive Information System (EIS), Reporting, Data Mining and Early Warning Systems (Robots) for enabling people to make better decisions and thus improve their business processes

Components of ERP

To enable the easy handling of the system the ERP has been divided into the following Core subsystems:

- Sales and Marketing
- Master Scheduling
- Material Requirement Planning
- Capacity Requirement Planning
- Bill of Materials
- Purchasing
- Shop floor control
- Accounts Payable/Receivable
- Logistics
- Asset Management
- Financial Accounting

Suppliers of ERP

There are many numbers of ERP suppliers who are very active in the market. Some of the companies offering renowned international ERP products include:

- Baan
- CODA
- D&B
- IBM
- JD Edwards
- Marcarn
- Oracle
- Peoplesoft
- Platinum
- Ramco
- SAP
- SMI
- Software 2000

BPR and ERP

Business Process Reengineering is a pre-requisite for going ahead with a powerful planning tool, ERP. An in depth BPR study has to be done before taking up ERP. Business Process Reengineering brings out deficiencies of the existing system and attempts to maximize productivity through restructuring and re-organizing the human resources as well as divisions and departments in the organization

Business Process Engineering evolves the following Steps:

- Study the current system
- Design and develop new systems
- Define Process, organisation structure and procedure
- Develop customize the software

- Train people
- Implement new system

The principle followed for BRP may be defined as USA principle (Understand, Simplify Automate)

i.e., Understanding the existing practices, Simplifying the Processes and Automate the Process. Various tools used for this principle are charted below:

Understand Simplify Automate

Diagramming Eliminating EDI

Story-boarding Combining ERP

Brain storming Rearranging

Selection of ERP

Once the BPR is completed the next task is to evaluate and select a suitable package for implementation. Evaluation of the right ERP package is considered as more crucial step. Evaluation and selection involves:

- Checking whether all functional aspects of the Business are duly covered
- Checking whether all the business functions and processes are fully integrated
- Checking whether all the latest IT trends are covered
- Checking whether the vendor has customizing and implementing capabilities
- Checking whether the business can absorb the cost
- Checking whether the ROI is optimum

Implementation of ERP

Implementing an ERP package has to be done on a phased manner. Step by step method of implementing will yield a better result than big-bang introduction. The total time required for successfully implementing an ERP package will be anything between 18 and 24 months. The normal steps involved in implementation of an ERP are as below:

- Project Planning
- Business & Operational analysis including Gap analysis
- Business Process Reengineering
- Installation and configuration
- Project team training
- Business Requirement mapping
- Module configuration
- System interfaces
- Data conversion
- Custom Documentation
- End user training
- Acceptance testing
- Post implementation/Audit support

The above steps are grouped and sub-divided into four major phases namely 1) detailed discussions, 2) Design & Customization, 3) Implementation and 4) Production. The phases of implementation vis-à-vis their tasks and respective deliverables are as below:

Detailed Discussion Phase:

Task :- Project initialization, Evaluation of current processes, business practices, Set-up project organization

Deliverables:- Accepted norms and Conditions, Project Organization chart, Identity work teams

Design and customization Phase:

Task :- Map organization, Map business process, Define functions and processes, ERP software configuration and Build ERP system modifications.

Deliverables :- Organization structure, Design specification, Process Flow Diagrams, Function Model, Configuration recording and system modification.

Implementation Phase:

Task :- Create go-live plan and documentation, Integrate applications, Test the ERP customization, Train users

Deliverables :- Testing environment report, Customization Test Report and Implementation report

Production Phase:

Task:- Run Trial Production, Maintain Systems

Deliverables:- Reconciliation reports, Conversion Plan Execution

Benefits of ERP

The benefits accruing to any business enterprise on account of implementing are unlimited. According to the companies like NIKE, DHL, Tektronix, Fujitsu, Millipore, Sun Microsystems, following are some of the benefits they achieved by implementing ERP packages:

- Gives Accounts Payable personnel increased control of invoicing and payment processing and thereby boosting their productivity and eliminating their reliance on computer personnel for these operations.
- Reduce paper documents by providing on-line formats for quickly entering and retrieving information.
- Improves timeliness of information by permitting, posting daily instead of monthly.
- Greater accuracy of information with detailed content, better presentation, fully satisfactory for the Auditors.
- Improved Cost Control
- Faster response and follow up on customers
- More efficient cash collection, say, material reduction in delay in payments by customers.
- Better monitoring and quicker resolution of queries.
- Enables quick response to change in business operations and market conditions.
- Helps to achieve competitive advantage by improving its business process.
- Improves supply-demand linkage with remote locations and branches in different countries.
- Provides a unified customer database usable by all applications.
- Improves International operations by supporting a variety of tax structures, invoicing schemes, multiple currencies, multiple period accounting and languages.

- Improves information access and management throughout the enterprise.
- Provides solution for problems like Y2K and Single Monetary Unit (SMU) or Euro Currency.

CRM

Customer Relationship Management – An Introduction

Customer Relationship Management (CRM) is an approach that can assist organizations to serve their customers better. CRM helps to identify valuable customers, assess their needs, and provide more personalized service. It also streamlines the handling of enquiries and requests, resulting in higher operational efficiency and more rapid responses to customers.

CRM software provides highly automated tools to generate and track sales lead, the performance of individual products or sales professionals and the results of sales campaigns on a wide range of parameters.

Customer Relationship Management entails all aspects of interaction a company has with its customer, whether it is sales or service related; it starts with the foundation of relationship marketing. CRM is a systematic approach towards using information and on going dialogue to built long lasting mutually beneficial customer relationship. The use of CRM technology forms the crucial front-end of any e-business strategy, essentially CRM has emerged as a convivial weapon in the hands of the industry laggards as well as leaders to cascade the business suites; the only touch point which is formulating this base is the awareness amongst the corporatists to suffice the customers already available to the companies to large extent. In today's fast-paced, competitive business environment it's more important than ever to create and maintain long-lasting business relationships. Today, Customer Relationship Management (CRM) manages business processes spanning sales, support, and marketing creating effective customer interactions. Given the purpose of CRM, the functionality is straight forward, and the benefits of successful deployments clearly generate value and profitability for any company. Great CRM solutions need to encourage users to interact with the application as well as be in-tune with the business and IT cost-saving needs.

“For the modern day CRM to be world class it needs to be revolutionary in market incursion and evolutionary in technological up gradation.”

Today the major business focus is towards endowing value addition to the sales cycle, and customer retention rather than constructing a new customer base which is costlier and also an uncertain chase from business perspective. The basic philosophy behind CRM is that a company's relationship with the customer would be the biggest asset in the long run. It is now vital for CRM vendors to develop a sound understanding of their target organizations' customer and deliver them with solutions, which help in achieving long term business relations with their customers. Vendors must also build long-term Customer Relationship Management strategies with the end-user organizations to assure a series of deployments, and hence ensuring a regular revenue stream for themselves as well as their customers.

Evolution of CRM – A Diagrammatic Representation

Before implementing any Customer Relationship Management solution in the organization there are many

Question's which need a comprehensive explanation from the users' point of view.

- What is the added value proposition of the CRM to the organization?
- What would be the environment under which the implementation would be done?
- How would the synergies be reflecting in the processes of the company?

These are mere stencils of the holistic scenario prevalent right now, and are to a great extent a factor which harms the opportunities of long term survival for any CRM vendor.

Daffodil Software Ltd. CRM Whitepaper

Need for CRM The highest goal of CRM is making sure your organization is keeping customers happy, discovering and solving problems as they come up to produce robust revenue and profits. Attracting the right customers with the right offer at the right time is critical to corporate survival. Now, when the number of customers online reached critical mass, the need for integrating customer data stores became an imperative.

Technology in the form of interactive software and pervasive Internet is changing the way we manage our customers. The widespread use of information technology (IT) in the contemporary workplace is enabling organizations to draw together technical and industry knowledge, along with skills and expertise, to improve knowledge and understanding of customer needs and requirements.

CRM strategy to improve marketing and up sales

Personalization and CRM must start with some important assumptions about CRM, which is the process of combining a company's best business practices, optimized work processes, appropriate technology, and relevant knowledge to service customers better and retain their business. Such an approach transforms customer service from a reactive chore into proactive prospecting for increased business, but at the same time gives customers more value for their money via bundling discounts and other bonuses. The way to achieve successful CRM is to control the sales and marketing opportunities in the customer interaction cycle. This improved "intimacy" promotes a long-term customer relationship instead of discrete sales opportunities. That relationship eventually translates into a 360 degree, holistic view of the customer that enables the vendor to serve her better. However, that relationship will also be affected by how much business the customer does with the company. The rule of thumb is that the 20% of customers that bring in 80% of the revenues get the best service in a tiered customer service program.

6. Those preliminaries aside, it's important to understand that personalization, while a critical part of any CRM strategy, involves functionality within CRM-related products and is not a product itself. More precisely, it's any of a variety of actions a company initiates that allows it to market or sell to an individual or group based on their preferences.

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- Financial Accounting

Suppliers of ERP

There are many numbers of ERP suppliers who are very active in the market. Some of the companies offering renowned international ERP products include:

- Baan
- CODA
- D&B
- IBM
- JD Edwards
- Marcarn
- Oracle
- Peoplesoft
- Platinum
- Ramco
- SAP
- SMI
- Software 2000

BPR and ERP

Business Process Reengineering is a pre-requisite for going ahead with a powerful planning tool, ERP. An in depth BPR study has to be done before taking up ERP. Business Process Reengineering brings out deficiencies of the existing system and attempts to maximize productivity through restructuring and re-organizing the human resources as well as divisions and departments in the organization

Business Process Engineering evolves the following Steps:

- Study the current system
- Design and develop new systems
- Define Process, organisation structure and procedure

- Develop customize the software
- Train people
- Implement new system

The principle followed for BRP may be defined as USA principle (Understand, Simplify Automate) i.e., Understanding the existing practices, Simplifying the Processes and Automate the Process. Various tools used for this principle are charted below:
Understand Simplify Automate Diagramming Eliminating EDI Story-boarding
Combining ERP Brain storming Rearranging

Selection of ERP

Once the BPR is completed the next task is to evaluate and select a suitable package for implementation. Evaluation of the right ERP package is considered as more crucial step. Evaluation and selection involves:

- Checking whether all functional aspects of the Business are duly covered
- Checking whether all the business functions and processes are fully integrated
- Checking whether all the latest IT trends are covered
- Checking whether the vendor has customizing and implementing capabilities
- Checking whether the business can absorb the cost
- Checking whether the ROI is optimum

Implementation of ERP

Implementing an ERP package has to be done on a phased manner. Step by step method of implementing will yield a better result than big-bang introduction. The total time required for successfully implementing an ERP package will be anything between 18 and 24 months. The normal steps involved in implementation of an ERP are as below:

- Project Planning
- Business & Operational analysis including Gap analysis
- Business Process Reengineering
- Installation and configuration
- Project team training
- Business Requirement mapping
- Module configuration
- System interfaces
- Data conversion
- Custom Documentation
- End user training
- Acceptance testing
- Post implementation/Audit support

The above steps are grouped and sub-divided into four major phases namely 1) detailed discussions, 2) Design & Customization, 3) Implementation and 4) Production. The phases of implementation vis-à-vis their tasks and respective deliverables are as below:

Detailed Discussion Phase:

Task :- Project initialization, Evaluation of current processes, business practices, Set-up project organization

Deliverables:- Accepted norms and Conditions, Project Organization chart, Identity work teams

Design and customization Phase:

Task :- Map organization, Map business process, Define functions and processes, ERP software configuration and Build ERP system modifications.

Deliverables :- Organization structure, Design specification, Process Flow Diagrams, Function Model, Configuration recording and system modification.

Implementation Phase:

Task :- Create go-live plan and documentation, Integrate applications, Test the ERP customization, Train users

Deliverables :- Testing environment report, Customization Test Report and Implementation report

Production Phase:

Task:- Run Trial Production, Maintain Systems

Deliverables:- Reconciliation reports, Conversion Plan Execution

Benefits of ERP

The benefits accruing to any business enterprise on account of implementing are unlimited. According to the companies like NIKE, DHL, Tektronix, Fujitsu, Millipore, Sun Microsystems, following are some of the benefits they achieved by implementing ERP packages:

- Gives Accounts Payable personnel increased control of invoicing and payment processing and thereby boosting their productivity and eliminating their reliance on computer personnel for these operations.
- Reduce paper documents by providing on-line formats for quickly entering and retrieving information.
- Improves timeliness of information by permitting, posting daily instead of monthly.
- Greater accuracy of information with detailed content, better presentation, fully satisfactory for the Auditors.
- Improved Cost Control
- Faster response and follow up on customers
- More efficient cash collection, say, material reduction in delay in payments by customers.
- Better monitoring and quicker resolution of queries.
- Enables quick response to change in business operations and market conditions.
- Helps to achieve competitive advantage by improving its business process.
- Improves supply-demand linkage with remote locations and branches in different countries.
- Provides a unified customer database usable by all applications.
- Improves International operations by supporting a variety of tax structures, invoicing schemes, multiple currencies, multiple period accounting and languages.
- Improves information access and management throughout the enterprise.

- Provides solution for problems like Y2K and Single Monetary Unit (SMU) or Euro Currency.

CRM

Customer Relationship Management – An Introduction

Customer Relationship Management (CRM) is an approach that can assist organizations to serve their customers better. CRM helps to identify valuable customers, assess their needs, and provide more personalized service. It also streamlines the handling of enquiries and requests, resulting in higher operational efficiency and more rapid responses to customers.

CRM software provides highly automated tools to generate and track sales lead, the performance of individual products or sales professionals and the results of sales campaigns on a wide range of parameters.

Customer Relationship Management entails all aspects of interaction a company has with its customer, whether it is sales or service related; it starts with the foundation of relationship marketing. CRM is a systematic approach towards using information and on going dialogue to built long lasting mutually beneficial customer relationship. The use of CRM technology forms the crucial front-end of any e-business strategy, essentially CRM has emerged as a convivial weapon in the hands of the industry laggards as well as leaders to cascade the business suites; the only touch point which is formulating this base is the awareness amongst the corporatists to suffice the customers already available to the companies to large extent. In today's fast-paced, competitive business environment it's more important than ever to create and maintain long-lasting business relationships. Today, Customer Relationship Management (CRM) manages business processes spanning sales, support, and marketing creating effective customer interactions. Given the purpose of CRM, the functionality is straightforward, and the benefits of successful deployments clearly generate value and profitability for any company. Great CRM solutions need to encourage users to interact with the application as well as be in-tune with the business and IT cost-saving needs.

“For the modern day CRM to be world class it needs to be revolutionary in market incursion and evolutionary in technological up gradation.”

Today the major business focus is towards endowing value addition to the sales cycle, and customer retention rather than constructing a new customer base which is costlier and also an uncertain chase from business perspective. The basic philosophy behind CRM is that a company's relationship with the customer would be the biggest asset in the long run. It is now vital for CRM vendors to develop a sound understanding of their target organizations' customer and deliver them with solutions, which help in achieving long term business relations with their customers. Vendors must also build long-term Customer Relationship Management strategies with the end-user organizations to assure a series of deployments, and hence ensuring a regular revenue stream for themselves as well as their customers.

Evolution of CRM – A Diagrammatic Representation

Before implementing any Customer Relationship Management solution in the organization there are many

Question's which need a comprehensive explanation from the users' point of view.

- What is the added value proposition of the CRM to the organization?
- What would be the environment under which the implementation would be done?
- How would the synergies be reflecting in the processes of the company?

These are mere stencils of the holistic scenario prevalent right now, and are to a great extent a factor which

harms the opportunities of long term survival for any CRM vendor.

Need for CRM The highest goal of CRM is making sure your organization is keeping customers happy, discovering and solving problems as they come up to produce robust revenue and profits.

Attracting the right customers with the right offer at the right time is critical to corporate survival. Now, when the number of customers online reached critical mass, the need for integrating customer data stores became an imperative.

Technology in the form of interactive software and pervasive Internet is changing the way we manage our customers. The widespread use of information technology (IT) in the contemporary workplace is enabling organizations to draw together technical and industry knowledge, along with skills and expertise, to improve knowledge and understanding of customer needs and requirements.

CRM strategy to improve marketing and up sales

Personalization and CRM must start with some important assumptions about CRM, which is the process of combining a company's best business practices, optimized work processes, appropriate technology, and relevant knowledge to service customers better and retain their business. Such an approach transforms customer service from a reactive chore into proactive prospecting for increased business, but at the same time gives customers more value for their money via bundling discounts and other bonuses. The way to achieve successful CRM is to control the sales and marketing opportunities in the customer interaction cycle. This improved "intimacy" promotes a long-term customer relationship instead of discrete sales opportunities. That relationship eventually translates into a 360 degree, holistic view of the customer that enables the vendor to serve her better. However, that relationship will also be affected by how much business the customer does with the company. The rule of thumb is that the 20% of customers that bring in 80% of the revenues get the best service in a tiered customer service program.

Those preliminaries aside, it's important to understand that personalization, while a critical part of any CRM strategy, involves functionality within CRM-related products and is not a product itself. More precisely, it's any of a variety of actions a company initiates that allows it to market or sell to an individual or group based on their preferences. Those activities are too various to list

Business Problems

Personalization has evolved into a discipline as a reaction to certain specific business problems. According to Adam Sarner, research analyst, CRM, at Gartner, personalization helps determine "the value of the customer. Who are our most profitable customers? Who

aren't our most profitable ones? Of those who have potential, what is it that we can do to push them into more profitable categories?" Sarner continues, "So personalization is about segmentation really- segmenting your customers, then treating them according to the segments in which you've placed them."

Erin Kinikin, analyst, Forrester Research, expands on that idea. "The key problem that businesses are trying to solve with personalization," she says, "is all the lost opportunities every time they touch a customer without understanding who the customer is and what potential business opportunities there are at that point." For instance, when the customer calls the call center for customer service, there's usually a "moment of truth" during which the agent can try to upsell or cross sell them a product or service. Kinikin believes "the dirty little secret of most companies is that they're not capitalizing on those opportunities." "And," she adds, "you can't get them back!"

But personalization is not merely about wringing more revenues from the customer. It also makes for better customer service and satisfaction because eliciting personal data from customers helps companies anticipate their needs. For instance, say a high roller calls an Atlantic City casino with the intention of gambling upwards of \$10,000. Because he's willing to risk that amount of money in the casino, it might fly him in on his favorite airline, put him up in a luxury suite and "comp" his meals, as well as organize a high-stakes poker game with other high rollers-all based on his preferences from previous visits and his status as what's known as a "whale."

Such an approach nicely combines 1-to-1 marketing (flying him up on his favorite airline) that relies on explicit information the individual supplied the casino, with more general segmented marketing (categorizing the big spender as getting certain benefits because he's a high roller) that relies on implicit data the casino collected in the course of serving the customer on previous visits. Both methods help the casino better serve such a customer because they permit the casino to know him better.

Stages, Tools, Vendors

To get an idea of how personalization is achieved, it's helpful to think of it as a process. Sarner says there are four stages of personalization. In the first, you collect data. In the second you report on the data you've collected. In the third you determine the next best marketing or sales opportunity that the company might pursue. In the final stage you execute the recommended marketing or sales activity. Different stages require different tools, according to Sarner. For instance, to collect data you might use a data warehouse; to report on it, you might try Web analytics; to make a recommendation, you might employ collaborative filtering; and to execute, you might use any of a number of channels like email marketing, field sales applications, call centers, or sales force automation.

That technology miscellany can involve any number of vendors. CRM suite vendors incorporate certain personalization features into their products. For instance, says Sarner, Epiphany excels at reporting stage tools like predictive analytics while Siebel and Teradata deal more with collection tools like databases. Other types of vendors focus on still different stages. For example, Sarner says Blue Martini focuses on stage three and four technologies that deal with relationship marketing in the online channel as opposed to field sales. Similarly, Art Technologies Group specializes in dialog marketing—understanding a customer within the single session of the marketing or sales relationship and figuring out how to deal with them based on that information. Then there are vendors like SAS—they've traditionally focused on collection and reporting with tools like data warehouses and analytics but are now branching out into marketing and execution with offerings like email marketing.

Still other types of vendors who are getting into the act include content management and rules engines vendors. Kinikin observes that personalization is now a complementary feature to content management offered by portal vendors such as BEA, Vignette, and Broad vision, whereas vendors like iLog and Fair Isaac are offering personalization as

part of their general-purpose rules engines. Some analytics vendors have also started assimilating personalization-Kinikin says Data Distilleries is a good example.

Advantages Of CRM

Using CRM, a business can:

- Provide better customer service
- Increase customer revenues
- Discover new customers
- Cross sell/Up Sell products more effectively
- Help sales staff close deals faster
- Make call centers more efficient
- Simplify marketing and sales processes

The Types of data, CRM software collects

- Responses to campaigns
- Sales and purchase data
- Account information
- Web registration data
- Service and support records
- Demographic data

Why Customer Relationship Management?

- **Highly competitive marketplace:** The emerging channels have transmitted the marketplace into a fierce battlefield.
- **The new empowered e-customer:** The customer is now well aware of the market opportunities, through Internet & other sources.
- **Ever changing technology:** New technologies provide a way to provide personalized solution at individual level.
- **Making business sense:** Companies that provide customers with what they want, take share of wallet from those who don't. The ever growing demand of CRM solutions find

it's foundation in the perpetual shift of the market circumstance, and escalating leap forward in strategy formulation towards the customers. A survey (result shown below) highlights the emergent base of CRM:

- The cost to sell to a new customer is six times greater as compared to an existing customer.
- A disappointed customer will notify 8-10 people
- With an increase of 5% customer retention rate, profits could increase by 85%
- Probability of selling to fresh customers = 15%, as judged against for existing customers which amounts to 50%
- 70% of the complaining customers will remain faithful if problem is resolved
- 90% of companies do not have the sales and service integration to support e-commerce

These are enough reasons for any small or big organization to have a customer orientation and go in for solutions which help them achieve this objective.

Few broadly defined parameters where a CRM can help an organization are:

1. **Intent**- creating the base upon which the customer relationship would be managed and turned to value proposition.
2. **Tactic** – To focus and work upon turning the customer base into an asset for the business entity.
3. **Value satisfaction** – Ensuring that the customers are endowed with the value satisfaction they have visualized, it is to reduce the dissonance amongst the prospective long-term customers.
4. **Organizational change** – With the changing business environment and multi cultural aspects, businesses require a distinct approach towards the customers as well as the employees. Undeniably a SMARTER pursuit would be the introduction of a comprehensive CRM suit in the organization.
5. **Procedure** – Merely streamlining the internal processes would do no wonders to an organization, a holistic approach would work towards creating and maintaining customers for life long.
6. **Update** – Unanimously, data recording is a great aspect of every CRM suit which makes it perfect blend of information and facilitation.

CRM Market Segmentation

The CRM market is divided into two segments broadly identified as: -

1) **Preserving Customers:** Simultaneously in the way to add value to a customer life cycle, emphasis is given upon providing better service to the customers through out. It has become mandatory for the enterprises to spend a generous volume upon customer servicing, in order to retain their customers for a long period.

2) **Detecting Customers:** The conventional CRM is a day of past, where it was just involved in contact management, now the contemporary part reflects CRM as a tool for filtering the right click upon each critical touch point of the enterprise. This is the basic reason which has led to the birth of Sales Force Automation as the need of the hour.

Some basic components of a CRM needing a mention here are: -

a. **Lead management:** To manage leads of potential customers from the origination to the conclusion of the sales cycle.

b. **Campaign management:** To track the leads through executing effective marketing campaigns

c. **Market fact list:** Providing relevant information regarding the market pattern in respect to the prospective customers

d. **Exchange centre:** CRM is many times involved in voice calls as well as internet servicing to the customers.

CRM Market Estimation

According to AMR the CRM market estimated future spending for the year ending 2005 would be \$14 billion which encapsulates an overall growth rate of 28% in the total spending, by the business enterprises. With as high as 40% of total CRM revenue being generated from North America, it stands unanimous leader. A core ideology driving the CRM vendors to enter the North American market is it's being most attractive geographical area.

Small & Medium Enterprises CRM

There is no widespread description of SME. In general, a SME is defined as an autonomous company with fewer than 250 employees and either an annual return not exceeding €40 million or a balance sheet not exceeding €27 million. Generally SME's create the most jobs and have the utmost rates of entrepreneurship; these are people with precise proficiency in a given area. It's a conventionally built base for market segmentation amongst the marketers. As the definition encloses lots of upheavals, the point of precision too is unclear upon who leads the CRM market in SME segment. When it comes to revenue estimation the SME segment is the unanimous leader. SME's need not have typical sales forecasting and other huge features enlisted in any CRM suite. The need for a CRM in any SME can be different from that required by any big enterprise.

Some points to consider while choosing a CRM Solution:

Choosing a **Customer Relationship Management (CRM)** technology has often been a daunting task for companies in all industries. Whether in financial services, telecommunications, retail, high tech or any other area, companies know that in order to be successful, they need to better service their customer and partners.

How to do this can appear to be a monumental task particularly for Small to Medium-sized businesses.

However, the approach for a multi-billion dollar empire or a small startup company just coming into the CRM game should be the same. Anyone evaluating a CRM technology must consider the following 10 points to make it successful.

1. Company Goals and Strategy

In choosing a CRM solution that meets the individual needs of a company, there are multiple factors to be considered. CRM solutions are not all created equal, and the challenges facing a small to medium business (SMB) in meeting their customer's demands are sure to be very different than those a multi-billion dollar enterprise encounters. A telecommunications company with offices in hundreds of cities will likely not have the same requirements a small retailer from the mid-west has.

However, many people fail to consider the business objective as the first thought that should go into choosing a CRM technology. The decision to choose a CRM solution needs to be a business decision first and foremost. Once the business goals are defined other aspects – primarily the capabilities of the technology – can be considered, if there is more than one solution that might fit the business objectives.

2. Web-based, Client side/ Hosted or on premise

In-house or hosted solutions each offer advantages. Hosted CRM solutions are typically thought of as easy to implement, secure and accessible. However, if your employees will not have regular internet access, online CRM software may not be feasible.

If you are looking for a solution that easily integrates with your back-office and third-party applications as part of a strategy to integrate your applications across the organization, you might consider an in-house solution. A large business that already has an on-premise CRM solution may decide that a hosted solution is the perfect way to rapidly extend their CRM capabilities to a remote division. Or, a small but fast-growing organization may choose a hosted CRM solution that allows it to gain quick access to market-leading CRM features and functionality without having to invest up front in hardware or software. If you have an internal IT department that can support the solution, an on-premise solution allows for customized features and other advantages. The benefits each of these alternatives brings to the company should map to your business goals and strategy.

3. Budget and TCO

If the business goals have been defined appropriately, another consideration is in attributing a budget to the solution. The lowest initial cost should not be the only factor in a decision as the upfront costs only make up a portion of the overall investment. Only an estimated 30 percent of a CRM solution's costs can be attributed to the initial software purchase; the remaining 70 percent goes to:

- Customization
- Integration
- Maintenance
- Deployment
- Training

- Upgrades

Unless these costs are accounted for in advance, the company opting for a 'bargain' application is very likely to be shocked with a higher than anticipated total cost of ownership. The result is often a failed deployment.

Budget and TCO often play a large part of the decision making process.

4. Scalability and Room to Grow without Repeated Upgrades

Pending your growth strategy, planning for future growth with a scalable product can be critical. SMB's in particular do not want to spend time developing and deploying software; they want to use it. Choosing a vendor that will make the enhancement process painless can help while selecting a system with a consistent and readily Upgradeable architecture, should also factor into your decision. A well-defined, well-documented and proven roadmap to accommodate growth is a minimum requirement. Vendors that stand by their products never abandon their legacy customers, and depending on your objectives, the ability to add more employees may impact a decision.

5. Rapid Deployment

The average deployment of an in-house CRM solution is between three to six months, whereas the average deployment of a hosted CRM solution is a few weeks (in some cases users can start using the service in real-time as soon as they sign up). The speed of deployment of a hosted CRM solution often speaks to the midmarket company, which is concerned with keeping costs down, while making the best technological investments for its business needs, but the solution they get will most likely not be "robust". Deployment may halt the company's direction for time and for a smaller business this could be critical. Determining if the length of deployment will impact the business can determine if a solution is right for you.

6. Customized for your Business Needs

Varied industries have solutions that are customized for the specific vertical initially, and then some are able to be easily adapted further for minimal cost. If there is a specific need that is critical to the overall company objectives, a tailored solution might be the answer.

7. Works with Existing Systems

Rather than pulling out existing systems or requiring employees to adopt multiple new technologies at one time and threatening the success of the CRM implementation, choosing a system that work with your existing infrastructure can be critical. Choosing a CRM tool that pulls data from legacy programs or allows back office information to be used in better servicing the customer are something else to consider in your choice.

8. Vendor Reputation, Product Reliability

Choosing a reputable vendor with a reliable product is a factor for consideration as well. Consolidation in the market has been active in the past few years and promises to continue as does the struggle some smaller less stable companies have as they continue to fold. Choosing a vendor that will continue to be viable years from now and provide continued service can impact your decision as well.

9. User Interface Meets User Needs

Find out if your employees can learn the software, use it efficiently, and whether or not it adds to productivity.

If the CRM solution is too complicated or is deployed without proper training, users tend to not use the solution because they don't know how to use it. Don't be afraid to evaluate multiple vendors and CRM solutions until you find the best fit. Any CRM software vendor who really wants your business will offer a free trial or evaluation. This lets you integrate the software, test its features and determine if a solution will be used.

10. Functionality

If the decision is not apparent at this stage, the extra features and functionalities can help a final choice. Generation of usable graphs and charts from the analytics the program provides might be a few steps easier with one product or the steps to click through a function make be quicker with one vendor. However, it's likely that additional functionality decisions may not be necessary after a company's business objectives are clearly defined and an appropriate solution mapped to fit.

Choosing the Right CRM

There can be different parameters for different companies to choose a CRM. A survey conducted amongst more than 360 respondents from various enterprises, 86 percent of whom are involved in their company's CRM budget, implementation, or strategy decisions revealed which of drivers are the most important while choosing

a CRM. This survey clearly establishes the fact that of the various parameters “Product functionality” is the most critical when it comes to choosing a CRM.

Why Is Customer Service Still Failing To Benefit From CRM Investment?

While companies continue to invest in CRM enhancements, the technology is still under-delivering in the call center. Customer service staffers are still grappling with disparate systems that are often not underpinned by a clear customer centric strategy.

Industry analysts agree that CRM investment will grow in 2005. A significant proportion (74 percent) of multinationals Segmetrics has surveyed have either a CRM system in place or are in the process of implementing one. Half of the companies that don't have a CRM system are evaluating their CRM needs. Twothirds of the companies in a study with no formal CRM systems are running SAP elsewhere in their business but have not implemented the CRM modules. Looking more closely at what companies have in place, a survey found that sales force automation remains the dominant CRM application, with less than half of customerservice teams having CRM functionality. Not only is there still a lack of CRM within the customer service center, but also the existing systems are not performing adequately. Most customer service managers say that the most important thing that would enable their company to manage its customers better, is improvements to the CRM system.

Some of the key issues that need to be considered are:

- An end-to-end CRM system that properly links the front and back office functions
- Better sharing of customer information across the organization
- Better information about where the customer is in the life cycle to enhance product targeting and service
- The ability to view each customer at a glance to see status and the activities he or she is engaged in
- Visibility of the customer touch-points and frequency of contact across the organization

The lack of integration across business processes and information systems across the organization is resulting in costly inefficiencies. The key to serving customers is having current, relevant information at hand. What employees need is a system that gives them access to integrated customer information so that they are able to deliver the level of service expected by the customer and respond to the needs and expectations of other

functions within the business. The main barriers to improving customer management and CRM in an organization are Lack of investment, lack of resources, the need for better IT systems and system integration capability, time pressure and the need for culture change and senior management support.

Why is finance not being made available to support customer service? Customer service is still largely perceived as a cost center and a necessary evil--not a priority for business investment. Companies continue to take a tactical approach, focusing on areas such as sales, where the return is easier to see and more immediate. Customer service is more complex and requires both a long-term commitment and a more strategic approach.

Management remains reluctant to spend money in an area of the business that will drive overall costs up. So we can say that now both companies and vendors need to ensure that the next generation of investment starts with the customer firmly in mind--and that CRM and customer strategy are designed from the outset to support the contact center and service environment. Business leaders need to acknowledge that customer retention and loyalty are driven by customer experience. The key to moving from CRM to CEM is whether your company can give front-line staff the tools to make effective decisions based on a real understanding of customers' needs.

Research design

TITLE OF STUDY

The study of CRM and its effectiveness at SOGO computers pvt. Ltd.

STATEMENT OF PROBLEM

SOGO computers have implemented CRM from past 6 months. But since it is new to the organization the study and effectiveness of CRM implementation had to be measured and for achieving the same the customer response had to be studied and it was important to know the change in customer behavior after the implementation of CRM. Hence the study “The study of CRM and its effectiveness at SOGO computers pvt. Ltd. ” had been conducted in city of Bangalore.

Objective of the study

1. To measure the effectiveness of CRM.
2. To value the customer opinion surveys
3. To benefit the student customer opinion surveys
4. Making customer opinion survey work for you

SCOPE OF THE STUDY

The study was restricted to the customers of SOGO computers Bangalore Measure the level of effectiveness of CRM techniques that is implemented by SOGO Computers.

The numbers of respondents were 50 in number.

METHODOLOGY

PRIMARY DATA

The primary Data was collected from the potential customers of SOGO computers with the help of a well-structured questionnaire in the premises of SOGO computers Bangalore and also at the premises of its potential customers.

SECONDARY DATA

- Manuals
- Internet
- Literature
- Files
- Profiles
- Reports of organization

METHODS OF DATA COLLECTION

SURVEY METHODS

The Data was collected from 50 customers of SOGO computers Bangalore form of questioners, which were completely structured.

STATISTICAL TOOLS AND TECHNIQUES

RESEARCH TOOLS

Here Questioners are used as tools.

METHODS OF DATA PRESENTATION

After collecting data it was scientifically analyzed and presented in a tabular form. Bar charts are used for the presentation of tabulated data so as to give a clear picture of analysis.

SAMPLING TECHNIQUE

The sampling technique used for the study is random sampling. Customer opinion was conducted to evaluate the effectiveness of CRM methods adopted by SOGO computers Bangalore.

SAMPLING AREA

In this case the customers of SOGO computers Bangalore were only considered

SAMPLE SIZE

A sample size of 50 customers was considered.

QUESTIONNARE CONSTRUCTION

The questionnaire consists of closed and multiple-choice questions. The data was collected from 50 random costumers in the form of questionnaires, which was completely structured.

Limitations of the study

- ❑ As the project is limited to Bangalore it becomes the basic limitation (geographical limitation)
- ❑ Respondents may have to be contacted repeatedly.
- ❑ Since sample is small compared to the total population of the customers, the out come cannot be generated with out sampling error
- ❑ Assumptions were made that all the potential respondents divulged correct information.

Company Profile

SOGO GROUP

1. SOGO computers pvt ltd
2. Sogo commercial services pvt ltd
3. Sogo retail management pvt ltd

Sogo computers pvt ltd sells computers and parts of brands such as HP, IBM, Compaq, lenova, and acer, Samsung.

Sogo commercial services pvt ltd provide computers and spare parts to customers on rental basis and computer hardware services

Sogo retail management pvt ltd sells entertainment and home appliances

SOGO-Dependable computing

The Sogo brand is one of the best known home grown brands in South India. Known for Quality, Value and Service, our brand philosophy is to keep things as short and simple as far as possible.

Sogo Computers – Since 1993

Sogo Computers is a decade old company headquartered at Bangalore, the Silicon Valley of the East. Sogo which started way back in 1993, as a trader of computer components, is today one of the largest independent sub-distributors in India, clocking a turnover close to Rs. 1000 million.

Apart from marketing personal Computers from world-renowned brands such as Compaq, Hewlett Packard and IBM, Sogo offers its own Sogo brand of PCs, which offers the highest value for money for every Rupee invested. Apart from personal computers, Sogo sells and supports a very wide range of peripherals and accessories through a reseller network across Karnataka.

In July 2001, Sogo Computers was rated as the # 1 GID, by leading IT publication the ITIQ.

The company is lead by its dynamic CEO, Mr. Jayamuni Rao and employees over 200 professionals and has 08 offices in the State of Karnataka.

Support

We offer both pre-sales and post-sales warranty support. Our sales officers are all trained to advise the best possible solution for your technology needs. Post sales, our engineers will help you through any problems, which may occur.

We also offer telephonic support to all our customers during regular office hours, six days a week.

We also offer post-warranty support on all products at affordable prices.

Tagline

Our Tagline “Dependable computing” is indeed an effort in realizing our vision of trying to be close to our customers and providing reliable solutions according to their individual needs.

Sogo is also present through its flagship stores in offering a very unique retailing experience on IT, communication and consumer entertainment products to its discerning

customers through its chain of I.C.E ware stores which are across convenient locations in Bangalore and Mangalore.

Our Reach

To reach out to our customers, we have a network of branches across the main cities of Karnataka – at Mangalore, Mysore, Hubli, Belgaum, Davangere and Bellary.

Few of our valued customers

It is our clients that make us. It is for us a matter of pride to be able to serve our highly valued customers who have believed in us and continue to put their trust in us.

- ADE
- BEL
- BHEL
- CPRI
- Indian institute of Astrophysics
- ITI
- Kudremukh
- Mind tree
- Timex watches
- Yokogawa

they know that nothing but the best they will do. That is why they have partnered with some of the world's leading names in the industry to bring the best products along with service that 's truly dependable.

History of Sogo

FOUNDED in October 1994, **Sogo Computers Pvt Ltd**, has achieved excellence in the trade and distribution of IT products portfolio virtually comprising of all computer hardwares, peripherals, accessories, multimedia, audio, video-editing products and software. In a short span of five years, with a team of dedicated and experienced people has achieved a distinguished position in the Indian IT industry. The key to its success has been to pay careful attention to its customers by providing them complete range of products at competitive pricing with professional services and strong after sales and warranty support.

The company has a team of right people, talented, flexible and empowered to act rightly for the customers, having keenness and willingness to serve them in all respects, using the right process there by helping them to achieve the desired growth. The company has forged strong links with all major IT Players in India and has vast resources of products, technology and manpower at its disposal. The company commits to serve and support its business partners and customers and ensures them complete and total satisfaction.

Sogo computers

Tying up with leading brands was the buzzword for Sogo Computers. It made significant advances with new alliances with Cisco, Lenovo, HP's commercial division and ditsy like Iris Computers and Thakral Computers.

With margins consistently falling in the peripherals business, this sub-distributor increased its focus on the PC business. While Intel continued to be the major component of Sogo's business, it maintained a balanced profile of other vendors like Samsung, Epson and HP. The company also shifted its focus from reseller-oriented to end-user business. It also launched its own PC brand under the same name selling about 800 units every month

through a chain of retail outlets in Karnataka. It now wants to add another 12 such outlets by next quarter.

For Bangalore-based sub-ditsy Sogo Computers, 2004-05 brought in new alliances and helped strengthen existing ones. While the organization went ahead with the usual business with its principal vendors, it also managed many new tie-ups especially on the product lines with the likes of Sailor, Iris Computers and Thakral Computers for Apple products.

The organization continued to project itself as a one-stop shop for all IT products centered on PC business. The top three brands that contributed to the overall revenues were Acer at 40%, HP Presario at 30%, and the rest by various other partners. It was also in the last fiscal that Sogo got into new alliances for servers and networking division with the likes of Lenovo, Cisco and HP commercial division.

Distribution is obviously the key to business for Sogo Computers and 40% of the total business is contributed by distribution. Having adopted an aggressive upcountry strategy, it that has its operations spread within Karnataka, further strengthened its presence in B- and C-class cities like Hubli and Bellary. In the last fiscal alone, ten showrooms were opened in Bangalore with two new ones opening in Bellary and one in Hubli.

With an increased focus on its PC business like always, Sogo Computers managed to add on 25 new members to its fold, taking the company's overall strength to 126. The organization managed its partners well without giving any room for channel conflict in the last fiscal as well and got into new alliances with seven new principal partners for various product lines.

With a firm belief in its marketing strengths, the sub-ditsy increased focus on its retail business in PCs and attempted at adding on more outlets on this end. Working the way it did, Sogo seemed to have raised above many an expectation at least in the PC business. Among the most significant recognitions it got for its work was the 'Best performance

award' from Acer. Incidentally, Sogo Computers has also been declared as the number one distributor for Acer PCs in the first quarter this year.

SOGO COMPUTERS: Eyeing End-users

Managing a decent 33% revenue growth, Sogo computers ventured into end-user as well as retail business to command better margins. This was well complemented with its aggressive upcountry strategy

For this Bangalore-based sub-distributor, fiscal 2003-04 brought good news as the company posted 33% growth as compared to 20% in the fiscal before that.

Most of this can be attributed to the aggressive upcountry strategy adopted by it. However, faced with margin pressures, Sogo also took a bold step of selling directly to end-customers across corporate, SMB and government segment.

Such a move will most likely help the company move past typical 3-5% margins that it currently operates on.

Having always restricted its operations within Karnataka, it further strengthened its presence in B and C-class cities like Hubli, Mysore, and so on. It also increased its active reseller base by 50%, taking the number to 300, up from 200 in 2002-03.

The organization stuck to its philosophy of not aligning to one single vendor and continued to project itself as a 'one-stop shop' for all kind of IT products centered around PC.

So unsurprisingly, while it sold HDDs from Seagate, it did brisk business for Samsung as well as Maxtor. Likewise for monitors, it sold both LG and Samsung, and yet managed to do 1,000 units per month for Preview.

The sound business tactics adopted by the organization helped it to manage its partners well without giving any room for channel conflict.

Intel, HP, Epson, Microsoft and Symantec were its other major business lines. Intel contributed around 30% to its overall turnover.

The company showed some inclination towards getting into lifestyle space by selling digicams. It indicates a stronger product portfolio in the current fiscal.

While there were regular pressures from vendors, the company believed in its own marketing strengths and added over 10 people to its sales force for driving the business.

However, with margins consistently falling in peripherals and component business, the company increased its focus on own PC business.

Towards this, it also began its retail initiative towards year-end and put in place two outlets in Bangalore. By now it already has eight of them, and is looking at adding another 8-10 in the upcountry locations in Karnataka.

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Our Business Activities can be summarized as:

-  Distribution & Marketing of IT products.
-  Selling of MNC Branded Computers.
-  Business partner for IBM, Compaq, Intel, Microsoft, Linux, Acer, Antivirus

Vision

Our Vision is to have proactive and prompt interaction with all our business partners, to be responsible in our approach, to have integrity in conduct of our business and accountability for all our actions.

DATA ANALYSIS AND INTERPRETATION

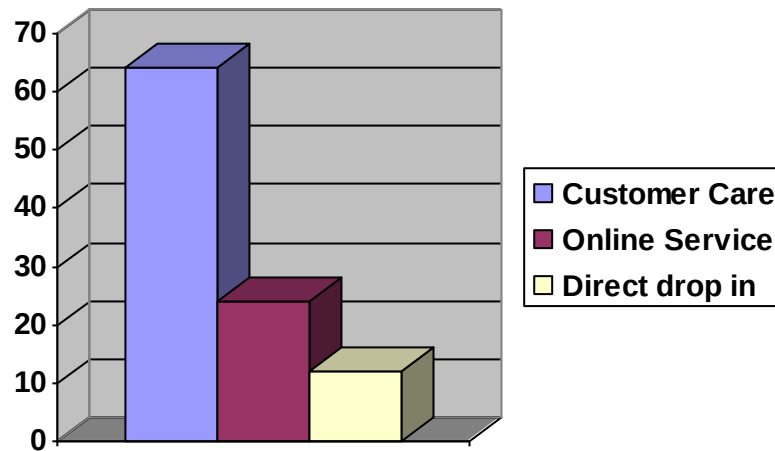
TABLE-1

Resolving queries with Sogo Computers

Sl.No	Scale	No of respondents	Percentage
1	Customer Care	32	64
2	Online Service	12	24
3	Direct drop in	6	12
	Total	50	100

GRAPH-1

Resolving queries with Sogo Computers



Interpretation

The above table shows that 64% of the respondents use customer care to solve their queries, while 24% of the respondents use online services to solve their queries, while 12% of the respondents drop in at the sogo office to solve their queries.

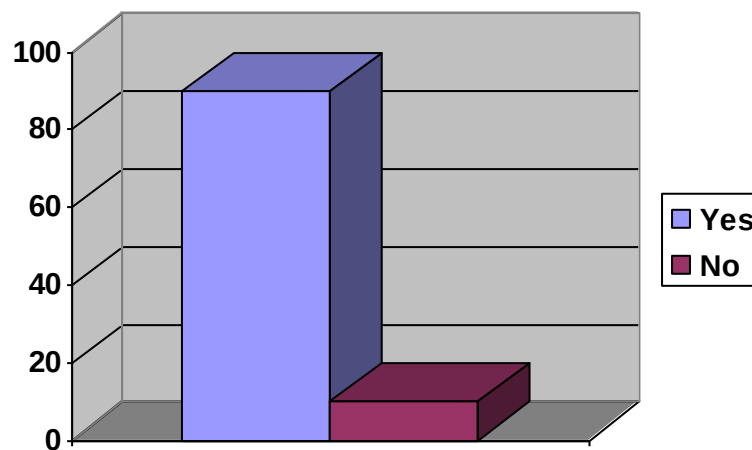
Table-2A

Solution of queries by customer care

SI.No	Scale	No of respondents	Percentage
1	Yes	45	90
2	No	5	10
	Total	50	100

GRAPH-2A

Solution of queries by customer care



Interpretation

The above table shows that 90% of the respondent's queries have been solved by customer care, while 10% of the respondent's queries have not been solved by customer care.

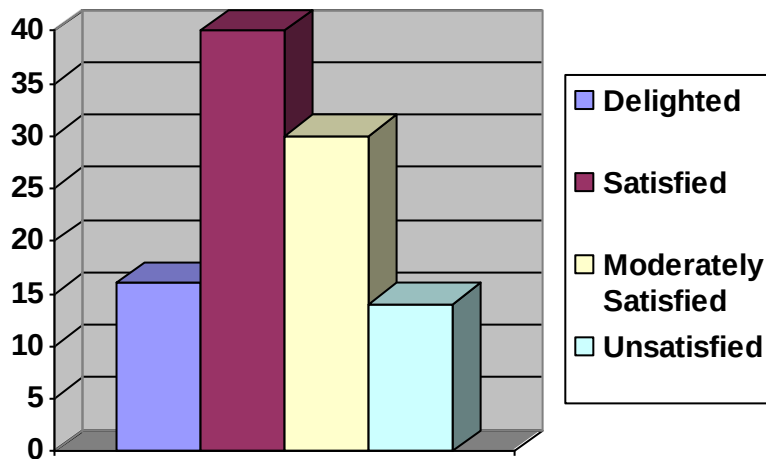
GRAPH-2B

If yes

Sl.No	Scale	No of respondents	Percentage
1	Delighted	8	16
2	Satisfied	20	40
3	Moderately satisfied	15	30
4	Unsatisfied	7	14
	Total	50	100

GRAPH-2B

If yes



Interpretation

The above table shows that 16% of the respondents are delighted by the way their quarries have been solved by Sogo call center, while 40% of the respondents are satisfied by the way their quarries have been solved by Sogo call center, while 30% of the respondents are moderately satisfied by the way their quarries have been solved by Sogo call center and 14% of the respondents are unsatisfied by the way their quarries have been solved by Sogo call center.

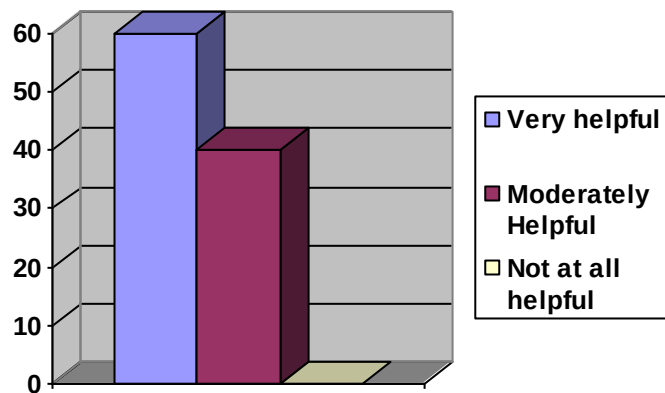
Table-3

Automated e-mail system

Sl.No	Scale	No of respondents	Percentage
1	Very helpful	30	60
2	Moderately helpful	20	40
3	Not at all helpful	0	0
	Total	50	100

GRAPH-3

Automated e-mail system



Interpretation

The above table shows that 60% of the respondents say that automated E-mail system is very helpful, while 40% of the respondents say that automated E-mail system is moderately helpful and 0% of the respondents feel that automated E-mail system is not at all helpful.

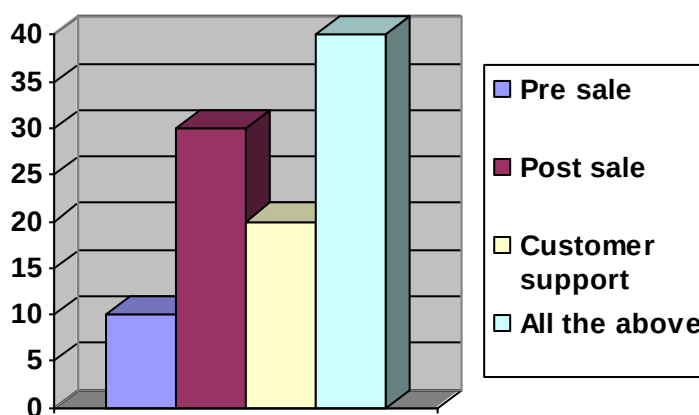
Table-4

Preference for Sogo computers

Sl.No	Scale	No of respondents	Percentage
1	Pre sale	5	10
2	Post sale	15	30
3	Customer support	10	20
4	All of the above	20	40
	Total	50	100

GRAPH-4

Preference for Sogo computers



Interpretation

The above table shows that 10% of the respondents felt that they prefer Sogo computers for their presale sale services, while 30% of the respondents felt that they prefer Sogo computers for their post sale services, while 20% of the respondents felt that they prefer Sogo computers for their customer support and 40% of the Respondents felt that they prefer Sogo computers for all the above-mentioned services.

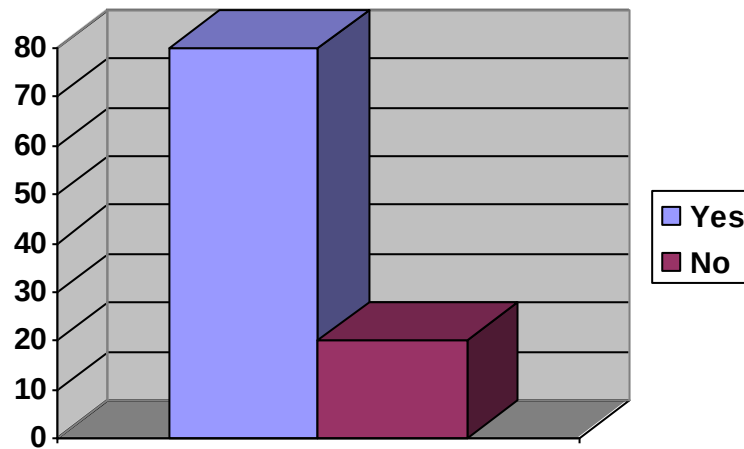
Table-5

Preference for Sogo computers for future purchases

Sl.No	Scale	No of respondents	Percentage
1	Yes	40	80
2	No	10	20
	Total	50	100

GRAPH-5

Preference for Sogo computers for future purchases



Interpretation

The above table shows that 80% of the respondents do prefer Sogo computers for their future purchases, while 10% of the respondents don't prefer Sogo computers for their future purchases.

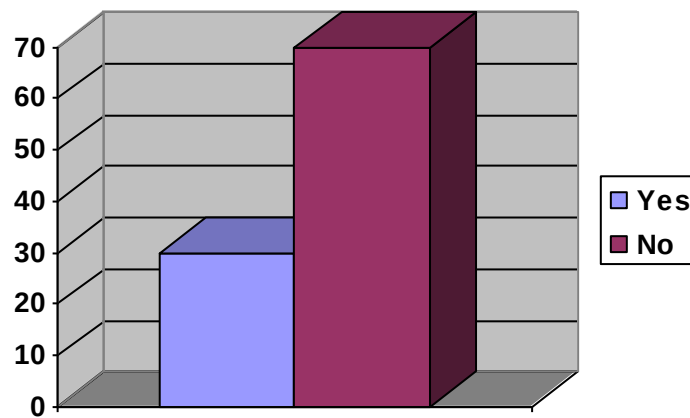
Table-6

Utilization of credit facilities provided by sogo

SI.No	Scale	No of respondents	Percentage
1	Yes	15	30
2	No	35	70
	Total	50	100

GRAPH-6

Utilization of credit facilities provided by sogo



Interpretation

The above table shows that 30% of the respondents do utilize credit facilities provided by Sogo computer, while 70% of the respondents do not utilize credit facilities provided by Sogo computer

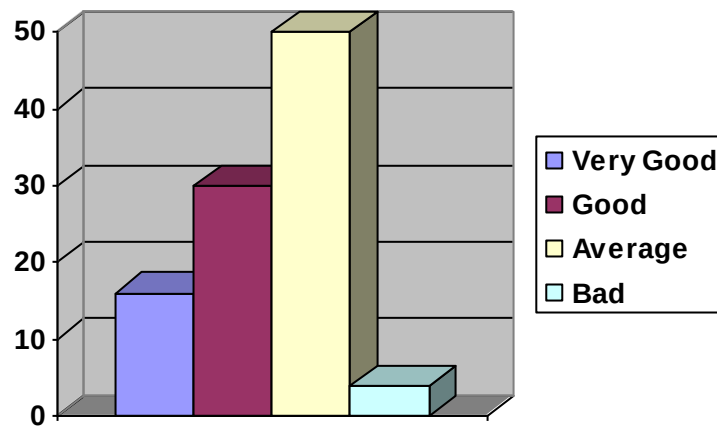
Table-7

Opinion on credit policy

Sl.No	Scale	No of respondents	Percentage
1	Very good	8	16
2	Good	15	30
3	Average	25	50
4	Bad	2	4
	Total	50	100

GRAPH-7

Opinion on credit policy



Interpretation

The above table shows that 16% of the respondents feel that the credit policies provided by Sogo computers are very good, while 30% of the respondents feel that the credit policies provided by Sogo computers are good, while 50% of the respondents feel that the credit policies provided by Sogo computers are average and 4% of the respondents feel that the credit policies provided by Sogo computers are bad.

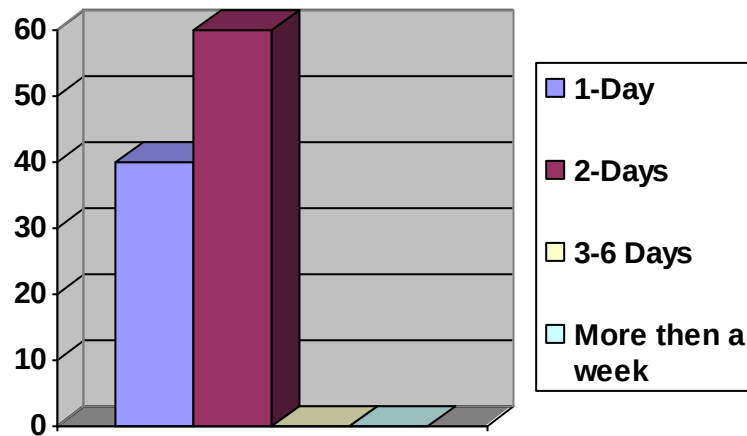
Table-8

Time taken for the service call to be attended

Sl.No	Scale	No of respondents	Percentage
1	1-day	20	40
2	2-day	30	60
3	3-6 days	0	0
4	More than a week	0	0
	Total	50	100

Graph-8

Time taken for the service call to be attended



Interpretation

The above table shows that 40% of the respondents say that the time taken by Sogo computers to attain a service call is one day, while 60% of the respondents say that the time taken by Sogo computers to attain a service call is 2 days, while 0% of the respondents say that the time taken by Sogo computers to attain a service call is 3-6 days and 0% of the respondents say that the time taken by Sogo computers to attain a service call is more than a week.

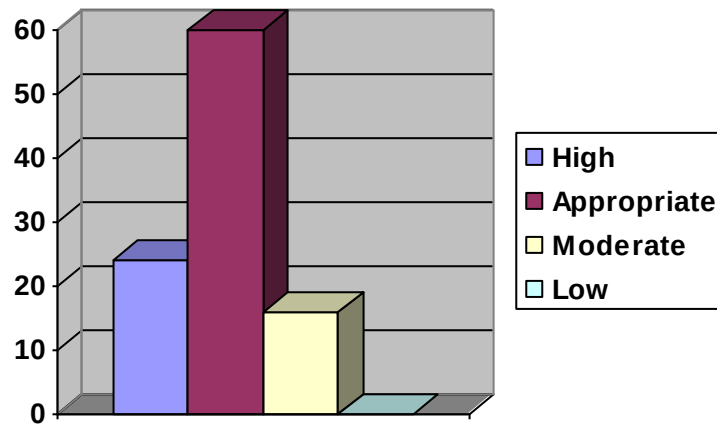
Table-9

Charges for the services provided after the warranty

Sl.No	Scale	No of respondents	Percentage
1	High	12	24
2	Appropriate	30	60
3	Moderate	8	16
4	Low	0	0
	Total	50	100

Graph-9

Charges for the services provided after the warranty



Interpretation

The above table shows that 24% of the respondents feel that the after sales service charges are high, while 60% of the respondents feel that the after sales service charges are average, while 16% of the respondents feel that the after sales service charges are moderate and 0% of the respondents feel that the after sales service charges are low.

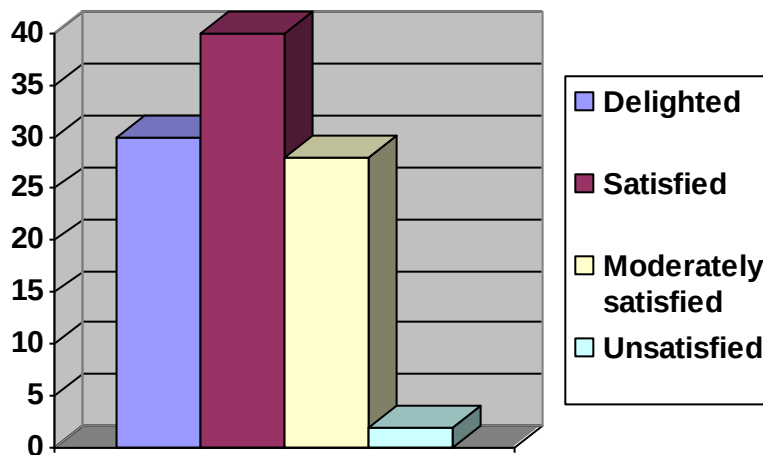
Table-10

Effectiveness of SOGO computers employees in handling your Quarries and needs.

Sl.No	Scale	No of respondents	Percentage
1	Delighted	15	30
2	Satisfied	20	40
3	Moderately satisfied	14	28
4	Unsatisfied	1	2
	Total	50	100

Graph-10

Effectiveness of SOGO computers employees in handling your Quarries and needs



Interpretation

The above table shows that 30% of the respondents are delighted by the way Sogo computer employees resolve their quarries and need, while 40% of the respondents are satisfied by the way Sogo computer employees resolve their quarries and need, while 28% of the respondents are moderately satisfied by the way Sogo computer employees resolve their quarries and need and 2% of the respondents are unsatisfied by the way Sogo computer employees resolve their quarries and need.

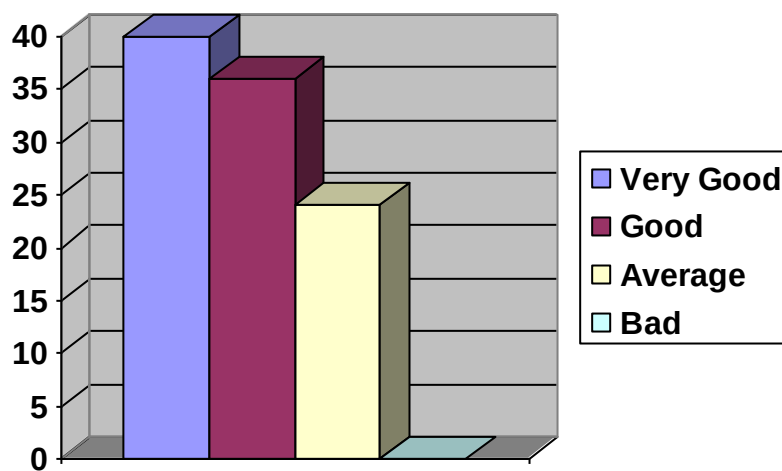
Table-11

Extra benefits provided by SOGO computers

Sl.No	Scale	No of respondents	Percentage
1	Very good	20	40
2	Good	18	36
3	Average	12	24
4	Bad	0	0
	Total	50	100

GRAPH-11

Extra benefits provided by SOGO computers



Interpretation

The above table shows that 40% of the respondents feel that the extra benefits provided by Sogo computers are very good, while 36% of the respondents feel that the extra benefits provided by Sogo computers are good, while 24% of the respondents feel that the extra benefits provided by Sogo computers are average and 0% of the respondents feel that the extra benefits provided by Sogo computers are bad.

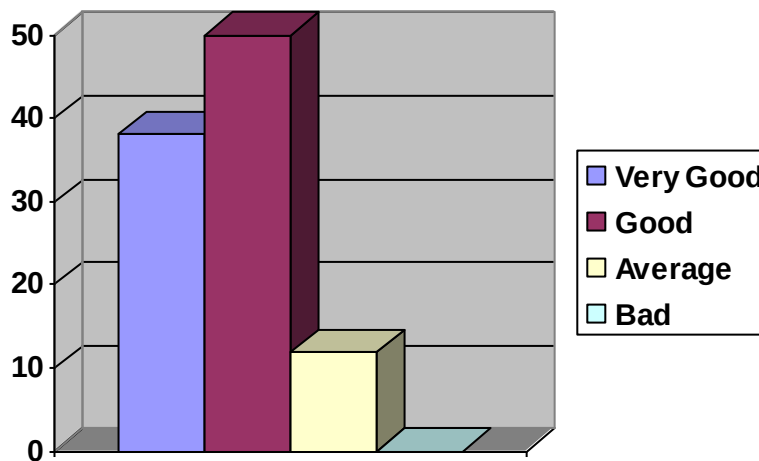
Table-12

Rate the presale services provided by SOGO computers

Sl.No	Scale	No of respondents	Percentage
1	Very good	19	38
2	Good	25	50
3	Average	6	12
4	Bad	0	0
	Total	50	100

GRAPH-12

Rate the presale services provided by SOGO computers



Interpretation

The above table shows that 38% of the respondents feel that the presale service provided by Sogo computers are very good, while 50% of the respondents feel that the presale service provided by Sogo computers are good, while 12% of the respondents feel that the presale service provided by Sogo computers are average and 0% of the respondents feel that the presale service provided by Sogo computers are bad.

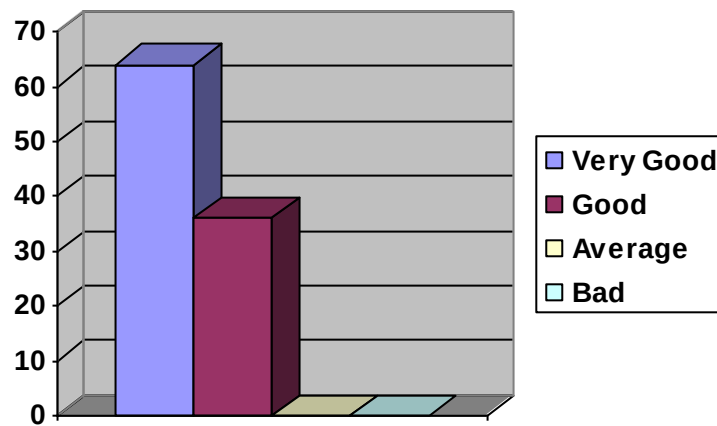
Table-13

Rate the post sale services provided by SOGO computers

Sl.No	Scale	No of respondents	Percentage
1	Very good	32	64
2	Good	18	36
3	Average	0	0
4	Bad	0	0
	Total	50	100

GRAPH-13

Rate the post sale services provided by SOGO computers



Interpretation

The above table shows that 64% of the respondents feel that the post sale service provided by Sogo computers are very good, while 36% of the respondents feel that the post sale service provided by Sogo computers are good, while 0% of the respondents feel that the post sale service provided by Sogo computers are average and 0% of the respondents feel that the post sale service provided by Sogo computers are bad.

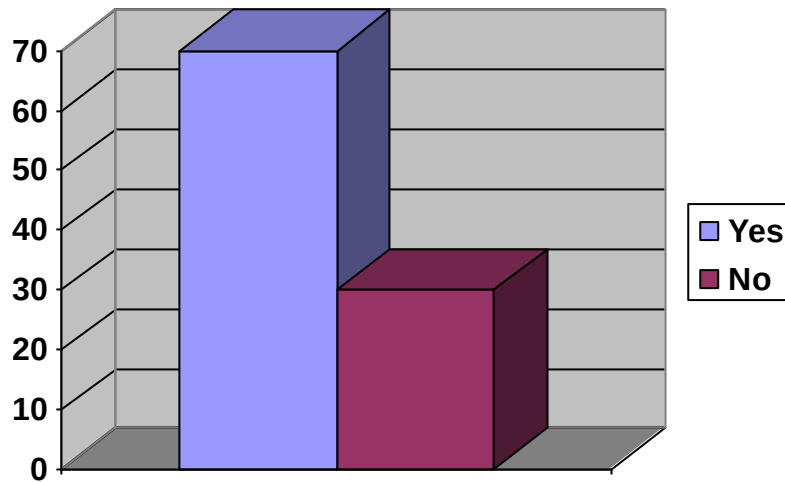
Table-14

Computers better then other Hardware solution providers in Bangalore

Sl.No	Scale	No of respondents	Percentage
1	Yes	35	70
2	No	15	30
	Total	50	100

GRAPH-14

Computers better then other Hardware solution providers in Bangalore



Interpretation

The above table shows that 70% of the respondents feel that Sogo computers is better then other hardware solution providers and 30% of the respondents feel that other hardware solution providers are better then Sogo computers.

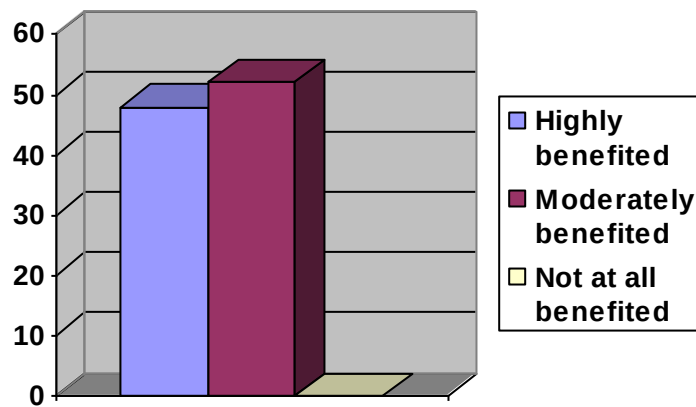
Table-15

Extent of benefits by the updates provided by SOGO computers

SI.No	Scale	No of respondents	Percentage
1	Highly benefited	24	48
2	Moderately benefited	26	52
3	Not at all benefited	0	0
	Total	50	100

GRAPH-15

Extent of benefits by the updates provided by SOGO computers



Interpretation

The above table shows that 48% of the respondents are highly benefited by the updates provided by Sogo computers, while 52% of the respondents are moderately benefited by the updates provided by Sogo computers and 0% of the respondents are highly benefited by the updates provided by Sogo computers.

FINDINGS AND RECOMMANDATIONS

1. SAP CRM has not been implemented at SOGO computers.
2. The training should be given to employees of the company in field of CRM SAP so the company can down its costs in order to get new customers.
3. A good CRM consulted should be appointed in order to implement CRM SAP.
4. The current employees should be given a clear picture of the advantage of CRM.

SUGGESTIONS

1. The company should strive hard to create a brand image
2. Promotional activities like self-explanatory ads should be given in print media.
3. Company should undertake efforts to boost their image in the minds of customers in the long run also.
4. Give special discounts for those who studying.
5. Practice relationship marketing at the highest level with the customers.
6. Give high value services to individuals with high Network.
7. Training assistance should be given to employees
8. Give the customers what they want Not what you think they want

Conclusion

Any attempt to retain customers will have a competitive advantage over others while sustaining fair services for customers. Consumer preferences and behavior should be studied in order to know their needs and their preferences so that a solution can be provided to their needs and preferences targeting individual customers. Consumer preferences, satisfaction, behavior and retention of customers is an important function of CRM. This will help in knowing the basic functions of buying and selling of goods, consumer satisfaction, preferences and maintain a good consumer relationship with smooth working of the organization by extending better and useful services to the consumers and above all this will help in retaining consumers.

By Adopting retention strategies, which in turn is concerned with the satisfaction and retention of customers, will allow them to buy more products frequently from the company.

The CRM practices will help the company to maintain a better relationship with its customers and which in turn will lead to the retention of customers.

It can be concluded from the research study that consumer attachment with SOGO computers has increased to a large extent after the implementation of CRM practices and thus the organization is retaining its customers. This makes the study of a research a success in meeting the objectives of the study.

Annexure & Appendices

QUESTIONNAIRE

I am Syed Saheerudin .B. studying MBA final semester in Al-Ameen institute of management studies. I have taken up my project work at Sogo computers Bangalore. As part of my project work I am collecting the following information that is for academic purpose and the data, which I am collecting is purely confidential.

1) How do you generally resolve your quarries with SOGO computers?

- ☐ By calling up SOGO computers free customer care number.
- ☐ By using the benefit of online quarry services.
- ☐ Dropping in at SOGO computers and directly contacting the customer service team.

2) Has the customer care (Call Center) of SOGO computers soled your quarries?

- ☐ Yes
- ☐ No

If yes what is your level of satisfaction.

- ☐ Delighted
- ☐ Satisfactory
- ☐ Moderately satisfied
- ☐ Not satisfied

3) How helpful has been SOGO computer's Automated E-mail system in solving your Quarries

- ☐ Very helpful
- ☐ Moderately helpful
- ☐ Not at all helpful

4) Why do you prefer SOGO computers?

- ☐ For its pre sale service
- ☐ For its post sale service
- ☐ For the kind of customer support it provides
- ☐ All of the above

5) For your further purchase will you prefer SOGO computers?

- ☐ Yes
- ☐ No

If yes why?

6) Do you avail the credit facilities provided by SOGO computers?

- ☐ Yes
- ☐ No

7) Express your opinion on the service offered by the company to avail loans for the
Purchase of the product

- ☐ Very good
- ☐ Good
- ☐ Neutral
- ☐ Bad

8) In case of any service call is made on an average what is the time taken by the service
Executives to attend

- ☐ 1 day
- ☐ 2 days
- ☐ 4-6 days
- ☐ More then a week

9) Charges for the services provided after the warranty

- ☐ High
- ☐ Appropriate
- ☐ Moderate
- ☐ Low

10) How would you rate the effectiveness of SOGO computers employees in handling your Quarries and needs.

- ☐ Highly satisfied
- ☐ Satisfactory
- ☐ Neutral
- ☐ Unsatisfied
- ☐ Highly unsatisfied

11) How would you rate the extra benefits provided by SOGO computers

- ☐ Very Good
- ☐ Good
- ☐ Average
- ☐ Bad

12) How would you rate the presale services provided by SOGO computers?

- ☐ Very Good
- ☐ Good
- ☐ Average
- ☐ Bad

13) How would you rate the post sale services provided by SOGO computers?

- ☐ Very Good
- ☐ Good
- ☐ Average
- ☐ Bad

14) Is SOGO computers better then other Hardware solution providers in Bangalore?

☐ Yes

☐ No

15) To what extent are you benefited by the updates provided by SOGO computers in the field of hardware solutions?

☐ Highly benefited

☐ Moderately benefited

☐ Not at all benefited

16) Please give your suggestion for improvement to give maximum satisfaction to customers.

THANK YOU FOR YOUR TIME

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- ❖ **Company Brochures**

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