

<b>Name:</b>	 <b>UPES</b> UNIVERSITY WITH A PURPOSE
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, December 2019**

**Course: Customer Relationship Management**

**Semester: 3**

**Program: BBA Core – HR Specialization**

**Time: 3 Hours**

**Course code: MKTG 3001**

**Max. Marks: 100**

**Instructions: Attempt all the questions.**

**SECTION A**

( 10 \* 2 = 20 Marks)

**CO1**

**Q1: Fill in the blanks.**

1. Provide customer support is example of \_\_\_\_\_.
2. CRM is philosophy of \_\_\_\_\_ marketing.
3. A good CRM system allows to acquired customer and \_\_\_\_\_.
4. CRM is for \_\_\_\_\_ relationship.
5. CRM training needs to cover relational and \_\_\_\_\_ knowledge.
6. We must \_\_\_\_\_ when greeting customer in person.
7. Member from across functional roles should share inputs from all customers and \_\_\_\_\_.
8. CRM system should promote a \_\_\_\_\_ philosophy.
9. CRM system should provide successful \_\_\_\_\_.
10. Maintaining records of customers is an example of \_\_\_\_\_.

**SECTION B**

( 4\*5 = 20 Marks)

**Attempt all the questions.**

Q2.	Under which market circumstances is it unwise to aim for customer intimacy? Give two examples.	<b>CO2</b>
Q3.	Why the customer intimacy value discipline is considered a defensive strategy? Explain your answer.	<b>CO3</b>
Q4.	How would you explain the resurgence of CRM in the past three years?	<b>CO1</b>
Q5.	In your opinion, is a discounter capable of implementing a successful CRM strategy? Provide an example to explain your answer	<b>CO4</b>

**SECTION-C**

( 2\*15 = 30 Marks)

**Attempt only two questions**

Q6.	In practice, CRM is cited as having the following important advantage: ‘thanks to CRM, we are able to institutionalize the relationship with customers’. What do you suppose is meant by this? Provide an example to explain your answer.	<b>CO3</b>
Q7.	What types of demand does customer intimacy place on the organization? Provide a description of the relationship-oriented organization.	<b>CO4</b>
Q8.	Choose an organization of which you are a customer. (a) Describe yourself as a customer and provide concrete information on which data must be registered in order to be able to describe you as a customer. (b) Indicate which data may best be obtained from market research and which may best be registered on an individual level. Explain your answer.	<b>CO3</b>

**Q9. Read the case and answer all the questions mentioned below:**

### SNS BANK WINS CRM INNOVATOR AWARD

In 2010 the Dutch SNS Bank is a part of SNS Reaal and is one of the 'Top 5' banks in the Netherlands. The 3,300 employees of SNS Bank are connected to their customers via the internet, the telephone and the SNS retail banking stores. The target audience of the brand are self-conscious consumers and SME-clients. Promoting their ability to be self-supporting and autonomous is at the core of SNS's strategy.

SNS Bank has presented itself as a candidate for the CRM Innovator Award based on a project called Inbound Marketing. They believe they are sufficiently innovative in this domain to serve as an example to other organisations in the Netherlands. The jury has had to evaluate the candidate and assess whether or not the project sets an example that is indeed beyond current levels of customer-centred entrepreneurship. Obviously, the jury pays careful attention to the overall vision and strategy from which this project originated. The Inbound Marketing project comprises a combination of database marketing and behavioural targeting, by which the content on the website is adapted to the individual customer's profile and real-time click behaviour. The project aims to develop the internet as a valuable contact channel, integrate it with other channels and using the inbound (customer-initiated) contacts for service and sales. SNS Bank believes firmly that customer satisfaction will be positively influenced by the correct identification and the recognition of their needs and preferences, especially if directly used for relevant offers and service messages. The main idea is to help customers find solutions and services, instead of finding customers for the products of SNS Bank.

The importance of online distribution in the value chain is constantly increasing. This channel is by its very nature customer-controlled, but SNS can help direct the customer by tuning in to their current needs with clickpaths and making use of the knowledge the bank has in its databases. If they also make products and services simpler, they can then further enhance the self-sufficiency of customers. Shifting service and buying processes to the internet is an important step in this direction. The project, therefore, is a perfect fit with the corporate strategy and vision on customer relationships.

The results that the project has produced are very respectable. There are fewer service requests through retail banking stores and the contact centre. There are fewer complaints and the service and buying processes are more efficient. There are higher conversion ratios and general online sales. In the first year already, investments in the project more than broke even. SNS Bank is uniting the two worlds of e-commerce and database marketing by using click behaviour and registering it in real-time in a data warehouse. Applying real-time scoring of opportunities means that a customer is presented with the most relevant offer or message at all times. The shift that has been made to inbound marketing is fitting within a strategy that optimises the support given to customers at their time of need, not whenever the organisation seeks to sell something. The ability to deliver on promise in the short term is extremely important nowadays, maybe even more important than having big ideas and bold strategies for the longer term. The ability to 'feel' what customers want and where the market is going is a crucial success factor, especially in retail banking in this day and age. This case is a perfect example and worthy of the CRM Innovator Award 2010. The jury congratulates SNS Bank on their achievement.

Q9a	What makes the customer analytics applications of SNS Bank special, or at least special enough to have been a CRM Innovator Award candidate?	<b>CO3</b>
Q9b	Will it be of any added value to further automate the analysis that is made? Please illustrate and justify your answer.	<b>CO3</b>

Q9c	Would the inbound marketing application also be applicable in the contact centre? Provide arguments to support your answer.	<b>CO2</b>
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