Annexures
Annexure-1

Perfect CRM - A CRM story without Technology

Let me show you the most perfectly practiced CRM in business today. I walk into Ashland Coffee & Tea and whoever’s working says "Hi David." They hand me the mug for the Bottomless Cup of coffee -- except when I need to upgrade to The Racehorse: five shots of espresso in a fireproof cup. When I ask for "the toasted bagel with cheese deal," whoever’s working knows to use an Everything bagel if they have one, and use Poppy-Seed and Plain in that order if they don't, slice and toast the bagel and then apply thinly-sliced cheddar cheese, instead of melting the cheese onto the bagel.

There’s never a charge for an improperly done bagel and cheese. New hires are told that when the guy with the laptop -- David -- comes in and asks for the toasted bagel with cheese, that this is what he gets. I avail myself of their free lending library, and contribute books from home.

Once in a while they ask me which CD from their collection I'd like to have put on the house stereo, and don't complain when I ask for Tom Waits. When there’s some live music in the evenings I'm coming to hear they put a couple of the locally-brewed Legend Lagers away on ice for me, since they're usually

---

the first to go. (I notice they've stocked extra Legends since I started ordering them.) The owners know my wife and kids’ names and ask after them. They let me use the phone to call home, and if my wife calls they hand me the phone. If I'm short of cash that day I can settle up next time I'm in.

The masseuse who has her flyer posted here has sold me a couple therapeutic massages. An artist I met one snowy day when we were the only two customers got a nice commission for some work I needed done. The owner introduced me to another regular -- there are a lot of us, as you can imagine -- who will do me the favour of reading something I wrote and provide objective feedback. I'll meet him at his framing shop down the street – and bring along a couple things it’s been in the back of my mind to have framed. An employee who just came back from Egypt brought me the hieroglyphic baubles for my kids I'd asked for. The owner, a long-time Ashland resident -- we're new here -- has advised us about neighbourhoods and schools when it comes to buying a house and will recommend an agent.

They've cross-sold me T-shirts, pricey tea leaves for my wife, frequent upgrades from bagels and muffins to sandwiches and all the beer me and my friends drink at the music evenings.

I contribute generously to the standing tip jar. This, my friends, is perfect CRM. It cannot be improved upon. There is no way I'm going to cultivate another coffee shop, the exit barriers are way too high. I don't want to go through all the getting to know
the preferences with someone else -- who, after all, might not
care about them as much. Ashland Coffee & Tea will get my
revenue stream for as long as I'm living around here.

Why do I burn the gas and time to drive past half a dozen other
coffee shops every time I come here when there’s nothing as
commoditized as a cup of coffee and a bagel? Simple -- they let
me plug my laptop in the wall.

When we moved here I went to a coffee shop close to home,
ordered coffee and a bagel, sat down, plugged in and started
working. The owner brought my order and she said she'd prefer
I not use the store’s electricity ("So why don't you paint over
the outlets?"). I unplugged, ran my battery down, paid the bill
and haven't been back since. I drove farther down the road the
next day, found another coffee shop, and asked if I could plug
in before I ordered. They said no, I walked out and haven't been
back. Driving past those two places the next day I saw
"Ashland Coffee & Tea" on a sign. I parked, walked in and
asked the owner if I could plug in while I worked. She looked at
me as if I'd asked permission to seat myself in one of their
chairs, and took me around the shop locating all the outlets in
the store for my benefit. I haven't tried another coffee shop
since.

What, I ask, is the customer acquisition cost of a couple hours’
worth of free electricity for a desirable prospect who has been
one of the most profitable of customers? At current rates
(sorry), less than a nickel.
By practicing flawless CRM Ashland Tea & Coffee has assured themselves of a revenue stream annuity amounting to hundreds and hundreds of dollars a year. My wife has taken to dropping by when she’s in the neighbourhood as well, and buys juice for the kids and a cranberry scone with a cup of tea. I’ve told some people at church about this place. Someday I’ll do the owners of those other two coffee shops a favour and tell them as well.
### Annexure-2

**Top 10 Management Tools**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Planning</td>
<td>Strategic Planning</td>
<td>Benchmarking</td>
<td>Benchmarking</td>
<td>Strategic Planning</td>
</tr>
<tr>
<td>Mission &amp; vision Statements</td>
<td>CRM</td>
<td>Strategic Planning</td>
<td>Strategic Planning</td>
<td>CRM</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Customer Segmentation</td>
<td>Mission &amp; vision Statements</td>
<td>Mission &amp; vision Statements</td>
<td>Employee Engagement Surveys</td>
</tr>
<tr>
<td>Outsourcing</td>
<td>Benchmarking</td>
<td>CRM</td>
<td>CRM</td>
<td>Benchmarking</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>Mission &amp; vision Statements</td>
<td>Outsourcing</td>
<td>Outsourcing</td>
<td>Balanced Scorecard</td>
</tr>
<tr>
<td>Growth Strategies</td>
<td>Core Competencies</td>
<td>Balanced Scorecard</td>
<td>Balanced Scorecard</td>
<td>Core Competencies</td>
</tr>
<tr>
<td>Strategic Alliances</td>
<td>Outsourcing</td>
<td>Customer Segmentation</td>
<td>Change Management Programs</td>
<td>Outsourcing</td>
</tr>
<tr>
<td>Pay-for-Performance</td>
<td>Business Process Reengineering</td>
<td>Business Process Reengineering</td>
<td>Core Competencies</td>
<td>Change Management</td>
</tr>
<tr>
<td>Customer Segmentation</td>
<td>Scenario &amp; Contingency Planning</td>
<td>Core Competencies</td>
<td>Strategic Alliances</td>
<td>Supply Chain Management</td>
</tr>
<tr>
<td>Core Competencies</td>
<td>Knowledge Management</td>
<td>Mergers &amp; Acquisitions</td>
<td>Customer Segmentation</td>
<td>Mission &amp; vision Statements</td>
</tr>
</tbody>
</table>

![Table](http://www.bain.com/management_tools/BainTopTenTools/default.asp)
1. Strategic Planning

Strategic Planning is a comprehensive process for determining what a business should become and how it can best achieve that goal. It appraises the full potential of a business and explicitly links the business's objectives to the actions and resources required to achieve them. Strategic Planning offers a systematic process to ask and answer the most critical questions confronting a management team—especially large, irrevocable resource commitment decisions.

How Strategic Planning works:

A successful Strategic Planning process should:

- Describe the organization's mission, vision and fundamental values.
• Target potential business arenas and explore each market for emerging threats and opportunities.
• Understand the current and future priorities of targeted customer segments.
• Analyze the company's strengths and weaknesses relative to competitors and determine which elements of the value chain the company should make versus buy.
• Identify and evaluate alternative strategies.
• Develop an advantageous business model that will profitably differentiate the company from its competitors.
• Define stakeholder expectations and establish clear and compelling objectives for the business.
• Prepare programs, policies, and plans to implement the strategy.
• Establish supportive organizational structures, decision processes, information and control systems, and hiring and training systems
• Allocate resources to develop critical capabilities
• Plan for and respond to contingencies or environmental changes
• Monitor performance

2. Customer Relationship Management

Customer Relationship Management (CRM) is a process companies use to understand their customer groups and respond quickly—and at times, instantly—to shifting customer desires. CRM technology allows firms to collect and manage large amounts of customer data and then carry out strategies based on that information. Data collected through focused CRM initiatives help firms solve specific problems throughout their
customer relationship cycle—the chain of activities from the initial targeting of customers to efforts to win them back for more. CRM data also provide companies with important new insights into customers’ needs and behaviors, allowing them to tailor products to targeted customer segments. Information gathered through CRM programs often generates solutions to problems outside a company's marketing functions, such as supply chain management and new product development.

Usage and effectiveness among survey respondents

How Customer Relationship Management works:

CRM requires managers to:

- Start by defining strategic "pain points" in the customer relationship cycle. These are problems that have a large impact on customer satisfaction and loyalty, where solutions would lead to superior financial rewards and competitive advantage.
• Evaluate whether—and what kind of—CRM data can fix those pain points. Calculate the value that such information would bring the company.

• Select the appropriate technology platform, and calculate the cost of implementing it and training employees to use it. Assess whether the benefits of the CRM information outweigh the expense involved.

• Design incentive programs to ensure that personnel are encouraged to participate in the CRM program. Many companies have discovered that realigning the organization away from product groups and toward a customer-centered structure improves the success of CRM.

• Measure CRM progress and impact. Aggressively monitor participation by key personnel in the CRM program. In addition, put measurement systems in place to track the improvement in customer profitability with the use of CRM. Once the data are collected, share the information widely with employees to further encourage participation in the program.

3. Mission and Vision Statements

A Mission Statement defines the company's business, its objectives and its approach to reach those objectives. A Vision Statement describes the desired future position of the company. Elements of Mission and Vision Statements are often combined to provide a statement of the company's purposes, goals and
values. However, sometimes the two terms are used interchangeably.

Usage and effectiveness among survey respondents

How Mission and Vision Statements work:

A Mission Statement defines the company's business, its objectives and its approach to reach those objectives. A Vision Statement describes the desired future position of the company. Elements of Mission and Vision Statements are often combined to provide a statement of the company's purposes, goals and values. However, sometimes the two terms are used interchangeably.

4. Benchmarking

Benchmarking improves performance by identifying and applying best demonstrated practices to operations and sales. Managers compare the performance of their products or processes externally with those of competitors and best-in-class companies and internally with other operations within their own
firms that perform similar activities. The objective of Benchmarking is to find examples of superior performance and to understand the processes and practices driving that performance. Companies then improve their performance by tailoring and incorporating these best practices into their own operations—not by imitating, but by innovating.

**How Benchmarking works:**

- Select a product, service or process to benchmark
- Identify the key performance metrics
- Choose companies or internal areas to benchmark
- Collect data on performance and practices
- Analyze the data and identify opportunities for improvement
- Adapt and implement the best practices, setting reasonable goals and ensuring companywide acceptance
5. Outsourcing

When Outsourcing, a company uses third parties to perform noncore business activities. Contracting third parties enables a company to focus its efforts on its core competencies. Many companies find that Outsourcing reduces cost and improves performance of the activity. Third parties that specialize in an activity are likely to be lower cost and more effective, given their focus and scale. Through Outsourcing, a company can access the state of the art in all of its business activities without having to master each one internally.

Usage and effectiveness among survey respondents

How Outsourcing works:

When Outsourcing, take the following steps:

- Determine whether the activity to outsource is a core competency. In most cases, it is unwise to outsource something that creates unique competitive advantage.
• Evaluate the financial impact of Outsourcing. Outsourcing likely offers cost advantages if a vendor can realize economies of scale. A complete financial analysis should include the impact of increased flexibility and productivity or decreased time to market.

• Assess the non-financial costs and advantages of Outsourcing. Managers will also want to qualitatively assess the benefits and risks of Outsourcing. Benefits include the ability to leverage the outside expertise of a specialized outsourcer and the freeing up of resources devoted to non-core business activities. A key risk is the growing dependence a company might place on an outsourcer, thus limiting future flexibility.

• Choose an Outsourcing partner and contract the relationship. Candidates should be qualified and selected according to both their demonstrated effectiveness and their ability to work collaboratively. The contract should include clearly established performance guidelines and measures.

6. Knowledge Management

Knowledge Management develops systems and processes to acquire and share intellectual assets. It increases the generation of useful, actionable and meaningful information and seeks to increase both individual and team learning. In addition, it can maximize the value of an organization's intellectual base across diverse functions and disparate locations. Knowledge Management maintains that successful businesses are a collection not of products but of distinctive knowledge bases. This intellectual capital is the key that will give the company a
A Balanced Scorecard defines what management means by "performance" and measures whether management is achieving desired results. The Balanced Scorecard translates Mission and Vision Statements into a comprehensive set of objectives and performance measures that can be quantified and appraised. These measures typically include the following categories of performance:

- **Financial performance** (revenues, earnings, return on capital, cash flow)
- **Customer value performance** (market share, customer satisfaction measures, customer loyalty)
- **Internal business process performance** (productivity rates, quality measures, timeliness)
- **Innovation performance** (percent of revenue from new products, employee suggestions, rate of improvement index)
• Employee performance (morale, knowledge, turnover, use of best demonstrated practices).

**Usage and effectiveness among survey respondents**

![Graph showing usage and effectiveness among survey respondents]

What Balanced Scorecards do:

• **Articulate the business's vision and strategy.**
• **Identify the performance categories that best link the business's vision and strategy to its results** (e.g., financial performance, operations, innovation, and employee performance).
• **Establish objectives that support the business's vision and strategy.**
• **Develop effective measures and meaningful standards, establishing both short-term milestones and long-term targets.**
• **Ensure companywide acceptance of the measures.**
• **Create appropriate budgeting, tracking, communication, and reward systems.**
• **Collect and analyze performance data and compare actual results with desired performance.**
• **Take action to close unfavorable gaps.**
7. Core Competencies

A Core Competency is a deep proficiency that enables a company to deliver unique value to customers. It embodies an organization’s collective learning, particularly of how to coordinate diverse production skills and integrate multiple technologies. Such a Core Competency creates sustainable competitive advantage for a company and helps it branch into a wide variety of related markets. Core Competencies also contribute substantially to the benefits a company’s products offer customers. The litmus test for a Core Competency? It’s hard for competitors to copy or procure. Understanding Core Competencies allows companies to invest in the strengths that differentiate them and set strategies that unify their entire organization.

Usage and effectiveness among survey respondents

![Chart showing usage and effectiveness among survey respondents]
How Core Competencies work:

To develop Core Competencies a company must take these actions:

- Isolate its key abilities and hone them into organization wide strengths
- Compare itself with other companies with the same skills to ensure that it is developing unique capabilities
- Develop an understanding of what capabilities its customers truly value, and invest accordingly to develop and sustain valued strengths
- Create an organizational road map that sets goals for competence building
- Pursue alliances, acquisitions and licensing arrangements that will further build the organization’s strengths in core areas
- Encourage communication and involvement in core capability development across the organization
- Preserve core strengths even as management expands and redefines the business
- Outsource or divest non-core capabilities to free up resources that can be used to deepen core capabilities

8. Customer Segmentation

Customer Segmentation is the subdivision of a market into discrete customer groups that share similar characteristics. Customer Segmentation can be a powerful means to identify unmet customer needs. Companies that identify underserved
segments can then outperform the competition by developing uniquely appealing products and services. Customer Segmentation is most effective when a company tailors offerings to segments that are the most profitable and serves them with distinct competitive advantages. This prioritization can help companies develop marketing campaigns and pricing strategies to extract maximum value from both high- and low profit customers. A company can use Customer Segmentation as the principal basis for allocating resources to product development, marketing, service and delivery programs.

Usage and effectiveness among survey respondents

How Customer Segmentation works:

Customer Segmentation requires managers to:

- Divide the market into meaningful and measurable segments according to customers' needs, their past behaviors or their demographic profiles
- Determine the profit potential of each segment by analyzing the revenue and cost impacts of serving each segment
• Target segments according to their profit potential and the company's ability to serve them in a proprietary way
• Invest resources to tailor product, service, marketing and distribution programs to match the needs of each target segment
• Measure performance of each segment and adjust the segmentation approach over time as market conditions change
decision making throughout the organization

9. Change Management Programs

Change Management Programs enable companies to control the installation of new processes to improve the realization of business benefits. These programs involve devising change initiatives, generating organizational buy-in, implementing the initiatives as seamlessly as possible and generating a repeatable model for ensuring continued success in future change efforts. A Change Management Program allows leaders to help people succeed, showing where and when trouble is likely to occur and laying out a strategy for mitigating risks and monitoring progress.
How Change Management Programs work:

Change Management Programs require managers to:

- Focus on results. Maintain a goal-oriented mindset by establishing clear, non-negotiable goals and designing incentives to ensure these goals are met.
- Identify and overcome barriers to change. Companies identify employees most impacted and also work to predict measure and manage the risk of change.
- Repeatedly communicate simple, powerful messages to employees. In times of change, leaders alter communication frequency and methods to manage how a shaken workforce perceives and reacts to information:
- Ensure sponsorship throughout the organization. To allow sponsorship to reach all levels of an organization, companies enlist multiple sponsors to provide all individuals with access to—and the influence of—a sponsor.
• Reorganize around decision making. Companies develop a system for identifying, making and executing the most important decisions.
• Continuously monitor progress. Companies follow through and monitor the progress of each change initiative to tell if it is following the intended path or veering off course.

10. Mergers and Acquisitions

Over the past decade, Mergers and Acquisitions (M&As) have reached unprecedented levels as companies use corporate financing strategies to maximize shareholder value and create a competitive advantage. Acquisitions occur when a larger company takes over a smaller one; a merger typically involves two relative equals joining forces and creating a new company. Most mergers and acquisitions are friendly, but a hostile takeover occurs when the acquirer bypasses the board of the targeted company and purchases a majority of the company's stock on the open market. A merger is considered a success if it increases shareholder value faster than if the companies had remained separate. Because corporate takeovers and mergers can reduce competition, they are heavily regulated, often requiring government approval. To increase chances of the deal's success, acquirers need to perform rigorous due diligence—a review of the targeted company's assets and performance history—before the purchase to verify the company's stand-alone value and unmask problems that could jeopardize the outcome.
How Mergers and Acquisitions work:
Successful integration requires understanding how to make trade-offs between speed and careful planning and involves:

- Setting integration priorities based on the merger's strategic rationale and goals.
- Articulating and communicating the deal's vision by merger leaders.
- Designing the new organization and operating plan.
- Customizing the integration plan to address specific challenges:
  - Act quickly to capture economies of scale.
  - Redefine a business model and sacrifice speed to get the model right, such as understanding brand positioning and product growth opportunities.
- Aggressively implement the integration plan: by Day 100, the merged company should be operating and contributing value.
Annexure-3

The Indian CRM Market

This report is an Executive Survey of about 70 CRM Consultants, Users, and Vendors involved with CRM practices and technology in India.

CRM Market Size

• The Indian CRM market can be sized at Rs. 50-100 Crores (1 Crore=10 million).
• The CRM market can be segmented into the market for software and services.
• The services segment includes outsourced CRM services, integration, training, and consultancy.
• The market for CRM services is considerably larger than the market for CRM software.

The market segments for CRM can be broadly out as the Software, Services, and Hardware market.
Breakup of the Global CRM Market

This chart gives the breakup of the Global CRM Software and Services market. The projected revenues for each of the segments for the year 2001 from past research have been used to arrive at the relative percentages. This breakup is merely indicative, as the revenue projections have been taken from more than one source.

**Observations and Inferences**

- The breakup between revenues from various segments in the Indian context is not expected to vary from global market to a significant degree. With this assumption, the size of the market for CRM implementations (including Software, Integration, Consulting and Training) in India lies in the 40-60 Crore ranges.
- Given the small market, a local vendor looking for business is going to find himself up against tough competition. Majority of the CRM solution providers in India do not have a product but act as consultants and integrators for software like Siebel,
Oracle, SAP etc. providing consulting, software deployment and integration, and training.

- **Outsourced CRM Services** has the maximum potential for growth, but the number of players entering this market is growing at a significant rate. Telemarketing Firms, Direct Marketing Firms, Data Collection firms, Market Research firms, and even Advertising Agencies have begun to add the CRM tag to their services. With the Call Center market finding the international market tough going, they are increasingly turning to the domestic market to supplement revenues.
Annexure-4

India's Top 10 CRM Software Systems

Bangalore: India today is on a path of intensification in terms of Customer Relationship Management (CRM) software market. Even at situations where businesses scramble here and there for customers and products, the importance of CRM cannot be overlooked.

Even with a massive CRM growth reported in Indian markets, research firms still are a bit skeptical in recording the number of CRM systems used across Indian enterprise arena. And only a very little coverage has been reported by analyst firms like Gartner and Forrester. Still, these research firms have confirmed that since 2000, the Indian CRM market has been reporting a double digit growth and will continue to grow in coming years.

Here are the top 10 CRM software in India.

1. Oracle CRM

Oracle CRM is a customer relationship management application developed by Oracle Corporation. Oracle CRM includes Oracle and Peoplesoft products but leads with Siebel CRM and CRM on Demand.

In India, it’s pretty hard to find the ultimate leader between Oracle and SAP as the battle for the coveted enterprise customer relationship management throne is so intense. Nonetheless, it is clear that both Oracle and SAP hold the top CRM software positions among the biggest companies in India.

Oracle launched its first operations in India in August 1993 with less than ten people. Just one year later it became the first major U.S. software company to create an India Development Center in Bangalore. The center was designed mainly to support the product development strategy for global markets.

Oracle CRM is divided into a number of different product lines. Oracle entered the CRM market following its acquisition of Siebel Systems in September 2005 and later acquired UpShot CRM which offered a more robust user interface than the legacy Siebel On Demand product.

Some of the features of the Oracle Siebel include Social CRM, Customer data integration, Quote and order capture, partner relationship management, Business Intelligence (BI) applications, price management, CRM gadgets, self-service and eBilling and integration to Siebel CRM.

Oracle OnDemand offers a rich and exciting user interface with good reporting and analysis qualities. However the software recently has been facing strong challenges from CRM pioneer, Salesforce.com. But when it comes to customers with Oracle back office applications, the Oracle CRM products often makes the best sense.
2. SAP CRM

SAP CRM is Customer Relationship Management (CRM) software from SAP AG that targets business software requirements of midsize and large organizations in all industries and sectors.

The software suite has got a broad customer base in India. Some of the key market areas include Auto, Oil & Gas, Telecom and Engineering. Also SAP is the first enterprise solutions vendor to cross 1000 customer mark in India.

According to Vinay Iyer, former SAP Global CRM Solution Marketing Vice President, “One major value that CRM solutions have brought is the ability to provide insight and analysis to understand a customer's needs so that companies can determine their best response to prevailing market conditions.”

“Strengthening their focus on value delivery to customers, companies have continued to adopt customer relationship management to not only help address short-term imperatives but also to achieve differentiated capabilities to compete effectively over the long term,” comments Vinay.

Analyst firms regard SAP as a technology specialist who clearly understands the needs of both large and small-midsized companies. With releases like Business ByDesign and SAP HANA, the company recently is achieving greater heights in terms of customer numbers and product sales.
3. Microsoft Dynamics CRM:

Over 1 million CRM users worldwide, Microsoft Dynamics is the fastest growing CRM suite till date. According to certain researches and reports, Microsoft and its CRM suite is quickly evolving itself to a global and India leader in terms of market and sale numbers.

Microsoft Dynamics is an array of Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) software applications developed by Microsoft. The company markets these products through a network of reselling partners who provide specialized services.

Doug Hauger, Business & Marketing Officer of Microsoft India once said “there are three factors that determine the success or failure of most CRM initiatives – user adoption, business fit and total cost of ownership. Microsoft Dynamics CRM has been created bearing these challenges in mind. It combines the features and benefits of a CRM application, with the ease of use and powerful functionality of Outlook to provide a holistic solution. The product design ensures that every user in an organization can easily use and the solution seamlessly integrates into the existing IT infrastructure - offering not only a lower total cost of ownership but also greater return on investment.”

Over the next few years, the Microsoft CRM suite will be regarded as the front runner in Indian CRM business because of
its strong value added reseller (VAR) base throughout India and with popular products such as MS Office and Outlook.

4. Salesforce CRM:

Salesforce.com is considered as the pioneers in global CRM marketing, and in 2010 they recorded a 42 pct Indian CRM market growth compared to its overall Asia Pacific development.

The Salesforce CRM suite includes two products—Sales Cloud and Service Cloud. Service Cloud is also regarded to be one of the most popular software-as-service (SaaS) CRM applications around. The Salesforce customer base includes some of the best Indian companies like AdGlobal360, Bajaj Auto Finance, Godrej Properties, GVK Biosciences Private Limited, Infotech Enterprises Limited, Microland Limited, and Y-AXIS Overseas Career.

"India is the fastest growing cloud computing market in the Asia Pacific region," said Sanchit Vir Gogia, Associate Research Manager, Software, Springboard Research. "With ongoing roll-outs of national broadband and 3G networks in India, a focus on reducing TCO (total cost of ownership), and demand for more scalability and flexibility in business applications, the cloud computing market in India is poised for continued growth."
The company boasts of having more than 36,000 members in its India developer community.

5. Sage CRM:

Sage Group is the third largest business application vendors in the world. The company boasts of more than 6.1 million customers and of over 25 years in working experience with small and medium-sized companies. Sage Software India is a subsidiary of Sage Group and has over 1000 customers in India for its ERP, CRM and Payroll products. The company offers its expertise across wide range of platforms such as Trading and Distribution, Manufacturing, Services, IT/ITES, Financial Services, Media, Travel & Hospitality and Professional Services.

The CRM software from Sage Group called Sage CRM is a web based customer relationship management solution designed for in house operation. The solution offers highly refined software configuration, business process automation and a complete 360 degree customer view. Other CRM products from the suite include Sage ACT!, Sales Logix, and Sage CRM cloud. The company primarily focuses on SMB’s by offering a monolithic version of scaled down enterprise systems.
6 Talisma CRM:

Talisma CRM is a company who has its local headquarters in Bangalore and the global headquarters in Boca Raton, Florida. The company also has additional offices in Mumbai, Chennai, Delhi, and Kolkata.

Since its first product launch in 1998, the company has recorded an impressive customer base, with over 200 customers globally and out of them around 100 located in the Asia Pacific region. Some of the leading customers from India include ICICI Bank, Sony (India & Singapore), L&T, Hindustan Unilever, Club Mahindra, Yatra, Bajaj Capital, Adecco India, TeamLease and Ma Foi Management Consultants.

The product, Talisma CRM, enables organisations to globally deliver an exceptional customer experience throughout the customer life cycle. The software helps in improving customer relations with services such as email, phone, chat, SMS text messaging, print, portal, and Web self-service.

7 SplendidCRM:

SplendidCRM is CRM software mainly developed for system integrators and administrators. The suite allows administrators to add user-customizable features such as .NET 2.0’s Themes, Web Parts and AJAX. Analysts regard SplendidCRM as one of the biggest rivals for SugarCRM since they both possess almost the same features and their expertise spans throughout the same
fields. The software is developed in C# for the ASP.NET framework. Presently, the product is available in two editions—Opensource and professional edition. The only difference for the professional edition from the open source one is the inclusion of stored procedures and source code for a MS Outlook 2003/2007 plug-in.

**8 Sugar CRM:**

Sugar CRM is Customer Relationship Management (CRM) software available in both open source and commercial open source applications. Some of the important functionalities from the suite include sales-force automation, marketing campaigns, customer support, collaboration, Mobile CRM, Social CRM and reporting. The product is offered by the company under the same name, headquartered in Cupertino, California. The company is regarded as one of the front runners in the open source CRM software platform because of its wide expertise and broader vision.

From a massive number of 6 million downloads, the company boasts of having more than 10,000 downloads from India.

According to Clint Oram, co-founder and VP of Products at SugarCRM, "Our major revenues emerge from the US (half of all revenue) and Europe contributes another third of it. We are currently investing more in partners across APAC and India is a big focal point. The several thousand leads emerging from India every month was the prime reason for our formal entry into this
marketplace. We are accelerating business through partners. We are not yet ready to open Indian office."

And also the company has a pretty impressive Indian partnership list with Tata, BHEA, OSS Cube, MillenniumSoft, WebIndia, Lima CRM and Paritas Software Solutions leading the pack.

**9 Zoho CRM:**

Zoho CRM is on-demand Customer Relationship Software (CRM) software for administrating customer relations in an enhanced way. The software helps businesses in augmenting sales, marketing, customer support and inventory management functions within a single system. Zoho CRM is credited as one of the best tools for large-scale marketing efforts.

The CRM suite bag has a lot to offer, services ranging from sales force automation to customer support, document library to data administration are just some of the best services out of the lot.

**10 Cream CRM:**

Cream CRM is a multilingual CRM suite designed mainly for media companies. The application offer and track services such as sales orders, payments, shipments, services, online and print subscriptions, and the effectiveness of promotional campaigns. The software also provides modules to its users so that
customers can interact via newsletters, web interfaces and emails. The company is led by Media Development Loan Fund's Center for Advanced Media, headquartered in Prague, Czechoslovakia. Cream CRM runs on platforms such as FreeDSB, Linux and Windows.
Annexure-5

QUESTIONNAIRE

(I) RATIONALE AND BENEFITS OF CERTIFICATION:

1. Which database your company is using to store the customer information?
   a) Records □  b) SQLserver □
   c) Microsoft access □  d) PostgreSQL □
   e) Oracle □  f) Filemaker □
   g) MySQL □  h) RDBMS □
   i) DBMS □  j) dBase □
   k) Any other: Please specify ____________________________

2. How do you collect the data of your customers?
   a) Telemarketing □  e) Roads show □
   b) Emails □  f) Trades fear □
   c) Personal meeting □  g) References □
   d) Previous records □
   h) Other please specify ____________________________

3. Which information related to your customer is included in your database?
   a) Customer contacts □
   b) Descriptive information □
   c) Customer transactions □
   d) Response for marketing offers □
   e) Repeating usage of services □
4. How do you communicate with your customers?

a) Emails
b) Telephone calls
c) Letters
d) Personal meeting
e) Sms
f) Roads show
g) Advertising on TV
h) Print media
i) Trades fear
j) Other please specify

j) Other please specify

5. What were the reasons for implementing the CRM software? Please rank the following statements in order from 1 to 10 in terms of their importance to your organisation. (Give rank number 1 to the most important statement, number 2 to the next important statement and so on. The least important statement should be given number 10.)
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a) To improve the relationship between the consumer and the organization</td>
<td></td>
</tr>
<tr>
<td>b) To improve the satisfaction and loyalty level of the consumer</td>
<td></td>
</tr>
<tr>
<td>c) To increase the sales and profit of the company</td>
<td></td>
</tr>
<tr>
<td>d) To target a segment of consumers with the correct offers</td>
<td></td>
</tr>
<tr>
<td>e) To increase the competitiveness in the domestic market</td>
<td></td>
</tr>
<tr>
<td>f) To compete in the international market</td>
<td></td>
</tr>
<tr>
<td>g) To improve the marketing strategy of the company</td>
<td></td>
</tr>
<tr>
<td>h) To improve the relations between the internal departments of the company</td>
<td></td>
</tr>
<tr>
<td>i) To improve the services to the customers</td>
<td></td>
</tr>
<tr>
<td>j) To achieve the company goals and strategies</td>
<td></td>
</tr>
</tbody>
</table>

6. Is the CRM software being shared between all the departments in your company?

   Yes ☐        No ☐

7. Reports generated by the CRM software help your company to enhance the service to customers, do you agree?

   Yes ☐        No ☐

   If no please mention the reasons?

8. Reports generated by the CRM software speedup the process for all the departments so that the company services are improved, do you agree?

   Yes ☐        No ☐
If no, please mention the reasons.

9. CRM software would have helped your company to improve various aspects, Rank following aspects in term of improvement it might achieve due to CRM software.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Particulars</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Profitability</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Revenue</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Customer service</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Employee retention</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Business management</td>
<td></td>
</tr>
</tbody>
</table>

10. Do you think that installing CRM software was costly affair for your company?

Yes ☐ No ☐

If yes, in your opinion which of following costs were higher?
<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Particulars</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Database instalment</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Software maintenance</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Software cost</td>
<td></td>
</tr>
</tbody>
</table>

11. Kindly go through the statements below and put a tick in the appropriate box against each statement:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The CRM software has helped to increase customer satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The CRM software helps the company to target the profitable customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The CRM software had led to significant benefits to the customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The CRM software had led to reduction in customer complaints</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The CRM software had improved the customer relationship with the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>The services to the customers had been improved after using the CRM software</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>CRM is software that will manage customer relationships by itself.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>The cost of CRM implementing was high</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Top manger should only control and monitor the CRM software.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>The business process should be cleared to utilize the CRM software to its full potential</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Customers should give their information to the company to serve them better</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>The CRM software provides customer information for all employees for better service to the customers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>The CRM software gain visibility into staff and business performance to make timely decisions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>The CRM software helps in information distribution between the company departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>The CRM software setting should be decided by management who are in contract with customers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>All goals of the company should be achieved by the CRM software.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>The CRM software should be installed so that the goals of company can be set.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Goals of the company should be measured and identified before implementing the CRM software.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>CRM software was effectively used for the marketing strategy of the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>CRM software has helped your company to improve its marketing efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>The marketing strategy of the company should be cleared before implementing the CRM software.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>CRM software improves the business process helps the company in streamlining its function.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CRM software has helped to reduced customer acquisition costs to your company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>CRM software has reduce the search time for customer information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>CRM software has enabled your company to develop new business through existing customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>CRM software has improved increased your company efficiency of communication with the clients.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Do you face any problems while using the CRM software?

- [ ] Yes
- [ ] No

If yes, please give brief account of the problems:
(II) ORGANISATIONAL DETAILS:

1. Name and Address of the company:

2. To which industry does your company belong?

   a) Tourism  ☐  b) Banking  ☐
   c) Pharmaceuticals  ☐  d) engineering  ☐
   e) Insurance  ☐  f) Telecommunication  ☐
   g) Airlines  ☐  h) Financial services  ☐
   i) Hospitalities  ☐  j) Information technology  ☐

   k) Any other, please specify

3. Name (Optional):

4. Designation: