APPENDIX 1

QUESTIONNAIRE

1. Which of the following are being used to make business easy for customers? Rank in terms of utility to your business.

   1=V Useful  2=Useful  3=Can't say  4=Not Useful  5=Not V. Useful

   - Smart cards
   - Voice mails
   - Intelligent call routing
   - e mail response
   * Contact centre desktop
   - Tele business
   - ATM
   - Kiosks
   - Any other

2. Which of the following provisions do you have in the organization structure for special attention to customers?

   - CRM division
   - Customer care centre
   - Call centre
   - Task force to attend to customer problems
   - Team within the organization to look into customer relations
• Any other

3. How frequently are the following used for enabling contact with customers?
   1=Most Frequently   2 = Frequently   3= Some Time   4 = Rarely   5= Not at All
   
   • Sales people
   • Net chat
   • Service personnel
   • Consumer communities
   • Call centre
   • Strategic account managers
   • Web sites
   • Marketing department
   • Any other

4. For which of the following do you use Internet?
   
   • Electronic catalogues
   • Order booking
- Product specifications, pricing etc
- Order status enquiry
- Suggestions from customers/Net chat/Interactive dialogue
- Contact management

5. Do you maintain an in house database for customer profiling?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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6. How useful do you find the following sources for availing customer information?

1= Most Useful  2=Useful  3=Can't say  4=Not Useful  5=Not Very Useful

- Internal personnel
- Internal documents
- Annual reports
- Customer websites
- Public database
- Competitors
- Analysts
- Research groups
- Trade journals
- Any other
7. Which communication channels do you use for communicating with customers? 
Rank in terms of frequency of use.
1 = Most of the times  2 = Many times  3 = Sometimes  4 = Never

- Telephone, Fax, Mobile
- Conference call
- Voice mail
- Email
- Database
- Any other

8. Which of the following do you use to tap customer opinion? Rank in terms of frequency of use.
1 = Always  2 = Some times  3 = Rarely  4 = Never

- Customer panel
- Customer visits
- Market research
- Customer websites
- Toll free number
9. Customer segmentation in your organization is on the basis of
- Geography
- Size of the company
- Profitability potential
- Status of customer loyalty
- Any other

10. How frequently has technology has been used for the following business functions?
1=Most Frequently 2 = Frequently 3= Some Time 4 = Rarely 5= Not at All

- Billing & invoicing
- Complaint management
- Sales & marketing
- Contact management
- After sales service
- Inventory management
- Processing orders
- Logistics
- Sales force automation
- Customer service helpdesk

11. Have any of the following processes been introduced / updated for better customer focus?
- Information sharing with customers & open lines of communication
- Developing joint solutions to problems
- Customer participation in product development & planning
- Joint investment in technology development
- Purchase process modification for specific customers
- Supply chain management
- Co-designing, co-marketing, co-development
- Any other

12. Which of the following initiatives are taken by HR to inculcate CRM culture?
Rank in the order of importance.
1=Crucial  2=Very important  3=Important  4=Least important
• Special training in dealing with customers
• Regular meetings
• Encouraging alliance based behaviour
• Workshops
• Teamwork
• Newsletter
• Group dynamics
• Change management
• Open communication culture
• Motivation for CRM

13. Which of the following are carried out for customer satisfaction and how frequently? Rank from 1 to 4
   1=Always  2=Sometimes  3=Rarely  4= Never
   • Service quality indicator
   • Quality circle
   • Voice of customer
   • Vendor development
   • Gap analysis
• Knowledge management
• Maintaining communication log
• Any other

14. Rate the following in terms of importance to customer service:
1=Crucial 2=Very important 3=Important 4=Least important
- Responsive service
- Proactive relationship
- Frequent personal contact
- Empowered employees
- Information sharing from customer interface points to back office
- Rewarding employees for excellent customer care
- Customer segmentation
- Good employee relations
- Easy contact mechanisms for customers
- Encouraging feedback from customers

15. Which of the following have been implemented for increasing customer loyalty?
- Loyalty cards
• Membership cards
• Gifts as per customer likings
• Direct marketing
• Efficient customer response
• Dealer clubs
• Free consultancy on related issues
• Conferences meetings workshops
• Holiday packages
• Any other

16 Rate the following statements from 1-5
1=Very correct 2=Correct 3=Don’t know 4= Incorrect 5= Absolutely incorrect

a. Customer satisfaction is directly related to customer loyalty

b. Customer relations help acquire customer loyalty rather than customer satisfaction

c. Happy employees= happy customers

d. Customer complaints offer an excellent opportunity to increase customer loyalty
17 What is your complaint management system?

18 How are CRM programs designed? Who designs them?

19 How are they evaluated? How frequently?
APPENDIX 2

List of Respondent Companies

1. Asian Paints
2. Berger Paints India Ltd.
3. Kansai Nerolac Paints Ltd.
4. Tata Motors
5. Mahindra & Mahindra Ltd
6. Piaggio Vehicles Private Ltd
7. Bharat Petroleum Corporation Ltd.
8. Carrier Air conditioning and Refrigeration Ltd
9. Voltas Ltd
10. Fedders Lloyd Corporation Ltd
11. Videocon Industries Ltd
12. MIRC Electronics Ltd.
13. Samsung Electronics Co., Ltd
14. VIP Industries Ltd.
15. Hindustan Unilever Ltd.
16. GlaxoSmithKline Pharmaceuticals Ltd.
17. Warana Dairy And Agro Industries Ltd.
18. Chitale Bandhu Mithaiwale
19. Pravin Masalewale
20. Supreme Furniture
21. Marico
22. Ceat Ltd.
23. ACC Ltd.
24. UltraTech Cement Ltd.
25. Tata Steel
26. JSW Ispat Steel Ltd.
27. Uttam Galva Steels Ltd.
28. Kirloskar Brothers Ltd
29. Kirloskar Oil Engines Ltd.
<table>
<thead>
<tr>
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<th>Name of the Company</th>
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<tbody>
<tr>
<td>30</td>
<td>Kirloskar Cummins Ltd.</td>
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<td>31</td>
<td>ThyssenKrupp Industries India Pvt. Ltd. (TKII)</td>
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<td>32</td>
<td>POSCO-India Private Limited</td>
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<td>33</td>
<td>Bosch Chassis Systems India Ltd.</td>
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<td>34</td>
<td>Schneider Electric India Pvt. Ltd.</td>
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<td>35</td>
<td>Praj Industries Ltd.</td>
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<td>36</td>
<td>Emerson Climate Technologies India Ltd.</td>
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<td>37</td>
<td>Burckhardt Compression (India) Pvt. Ltd.</td>
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<td>38</td>
<td>Sulzer India Ltd.</td>
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<td>39</td>
<td>Owens-Corning (India) Ltd.</td>
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<td>40</td>
<td>Supreme Petrochem Ltd.</td>
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<td>41</td>
<td>Ador Welding Ltd.</td>
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<td>42</td>
<td>Alfa Laval (India) Ltd.</td>
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<td>43</td>
<td>Bobst India Pvt. Ltd.</td>
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<td>45</td>
<td>Creative Tools And Componenets Pvt, Ltd.</td>
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<td>46</td>
<td>Sudarshan Chemicals India Ltd.</td>
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<td>47</td>
<td>Deepak Nitrite Ltd.</td>
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<td>48</td>
<td>Greaves Cotton Ltd.</td>
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<td>49</td>
<td>Finolex Pipes Ltd.</td>
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<td>50</td>
<td>Larsen &amp; Toubro Ltd.</td>
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