AR19

Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory

1.	a)	Explain the evolution of CRM	6M
	b)	Define CRM. Explain the nature of CRM	6M
2.	a)	Explain in brief the elements of CRM.	6M
	b)	Briefly write about various Schools of Thoughts on CRM	6M
3.	a)	Explain the various factors that are to be considered for customer survey.	6M
	b)	Explain the various qualitative measurement methods.	6M
4.	a)	CRM is essential tool for creating brand for an organisation- comment	6M
	b)	Explain various stages of Customer Life Cycle.	6M
5.	a)	Explain the importance of communication network in building internal and external relationships.	6M
	b)	Discuss various stakeholders role in creating customer partnership.	6M
6.	a)	Differentiate between CRM and e-CRM	6M
	b)	Define E-CRM? Explain the features of E-CRM.	6M
7.	a)	Discuss various emerging trends in CRM?	6M
	b)	Discuss about the steps in developing a CRM Strategy in creating long tern relationships?	6M
8.		**CASE STUDY:**	12M

IBM's ECRM Initiatives

In January 2000, IBM, the US $86 billion IT company, embarked on the largest Customer Relationship Management (CRM) project known at that time. Termed CRM 2000, the project aimed at ensuring that any point of interface between the customer and IBM, through any of its channels, in any country, was dealt with uniformly, providing the same service level, applying the same tools and information.

In other words, IBM wanted to present a unified interface to its customers across the world. In 2004, four years after the project, the company was well on its way towards fulfilling its objective, reporting significant improvement in customer satisfaction levels.

IBM had always been known for its emphasis on customer service. It had its sales personnel clad in blue suits attending clients' calls and explaining to them how they could transform their business through various IBM products and services. IBM recognized that proper CRM implementation was possible by the integration of three elements - people, process and technology. Until the late 1990s, it addressed the issue of integration of people and processes. The third part, technology, was dealt with in 1999,

when the company started focusing on this aspect.

Commenting on this, Cher De Rossiter (Rossiter), IBM's Global Services and Program Director for its internal CRM project said, "In 1999, there was a shift in the technology side of the project. We started working on a new go-to-market strategy in which we would redefine the way we set up our internal customer service organization."

IBM went about implementing CRM in phases, addressing sub-divisions such as change management and training successfully. Commenting, Steve Wright, Vice-President, Worldwide Customer Relationship Management Deployment, IBM said, "By getting to know our customers better and enabling more effective collaboration around the customer and among multiple IBM organizations involving sales, marketing and support, we can significantly enhance the value we bring to our customers, while generating additional revenues and cost efficiencies for our company. The concept of 'One IBM' is a cornerstone for the way we serve customers."

Background Note

IBM was incorporated in 1911 as the Computing Tabulating Recording Corporation (CTR), which manufactured punch card data processing equipment. On February 14, 1924, CTR changed its name to International Business Machines Corporation.

Implementing CRM 2000

To manage the worldwide installation of Siebel's e-CRM applications, IBM launched a global programme.

Implementation Issues

Installation of e-CRM systems was only a part of the implementation process of CRM solutions at IBM. A more important task was to manage internal business process changes following the installation.

The Benefits

The deployment of the CRM solution led to significant productivity improvement at various IBM units within a year of implementation. Without increasing the number of staff manning call centres, more number of calls could be dealt with and more leads generated.

Questions:

1. Analyze the case and present your observations.
2. With referring the above case, how will suggest others to apply e-CRM in their business.