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**Project Report on**  
**THE CUSTOMER RELATIONSHIP**  
**MANAGEMENT IN MARUTI SUZUKI**  
**INDIA LIMITED**

**Submitted By:**

**NAVEEN KUMAR**

**2K22/EMBA/14**

**Under the Guidance of:**

**Dr. ARCHANA SINGH**

**Associate Professor**



**DELHI SCHOOL OF MANAGEMENT**

**Delhi Technological University**

**Bawana Road Delhi 110042**

## **DECLARATION**

I undersigned, hereby declare that the project titled “**Report of The Customer Relationship Management in Maruti Suzuki India Limited**” submitted in partial fulfilment for the award of Degree of Executive Master of Business Administration of Delhi School of Management, Delhi Technological University is a bonafide record of work done by me under the guidance of Dr. Archana, HEAD of Delhi School of Management, DTU. This report has not previously formed the basis for the award of any degree, diploma, or similar title of any University.

**January 15, 2024**

**Naveen Kumar**

**Delhi School of Management, Delhi Technological  
University**



**CERTIFICATE**

*This is to certify that the report titled “Education system of India” being submitted by **Naveen Kumar**, 2K22/EMBA/14, in partial fulfilment of the requirements for the award of the Degree of Master of Business Administration, is a bonafide record of the project work done by **Naveen Kumar** of Delhi School of Management, Delhi Technological University.*

**Dr. Archana Singh**  
**Associate professor**  
**DSM**

# Acknowledgment

Through this acknowledgment, I express my sincere gratitude towards all those people who helped me in this project, which has been a learning experience.

This space wouldn't be enough to extend my warm gratitude towards my project guide **Dr. Archana Singh** for his efforts in coordinating with my work and guiding me in the right direction.

It would be an injustice to proceed without acknowledging the vital support I received from my beloved classmates and friends, without whom I would have been half-done.

I also use this space to offer my sincere love to my parents and all others who had been there, helping me walk through this work.

**Naveen Kumar**

# EXECUTIVE SUMMARY

## Overview:

Customer Relationship Management (CRM) is a strategic approach that businesses employ to manage interactions with current and potential customers. It encompasses the utilization of technology, processes, and practices to analyze customer data and improve customer relationships, ultimately driving sales growth and enhancing customer satisfaction.

## Key Components:

- 1. Data Management:** CRM relies on effective data collection, storage, and analysis to understand customer behavior, preferences, and needs. This includes demographic information, purchase history, communication interactions, and feedback.
- 2. Customer Engagement:** CRM facilitates personalized interactions with customers across various channels, such as email, social media, and in-person interactions. Tailored communication fosters stronger relationships and increases customer loyalty.
- 3. Sales Automation:** Automation tools within CRM streamline sales processes, from lead generation to conversion, by automating repetitive tasks, managing sales pipelines, and providing insights for targeted sales strategies.
- 4. Marketing Integration:** Integrating CRM with marketing efforts enables businesses to create targeted campaigns based on customer data, track campaign effectiveness, and nurture leads through personalized marketing initiatives.
- 5. Customer Service Enhancement:** CRM systems improve customer service by providing a centralized platform for managing customer inquiries, complaints, and support tickets. Access to customer information empowers representatives to deliver timely and personalized assistance.

## **Benefits:**

- 1. Improved Customer Insights:** CRM enables businesses to gain valuable insights into customer behavior, preferences, and trends, facilitating more informed decision-making and targeted marketing strategies.
- 2. Enhanced Customer Engagement:** Personalized communication and tailored offerings foster stronger connections with customers, leading to increased loyalty, repeat business, and advocacy.
- 3. Streamlined Operations:** Automation of sales, marketing, and customer service processes streamlines operations, increases efficiency, and reduces administrative burden, allowing teams to focus on high-value activities.
- 4. Increased Sales Revenue:** By identifying and prioritizing sales opportunities, CRM systems help businesses nurture leads, close deals faster, and maximize revenue potential.
- 5. Improved Customer Service:** Centralized access to customer data enables faster resolution of issues, proactive support, and consistent service delivery, leading to higher levels of customer satisfaction and retention.

## **Challenges:**

- 1 Data Quality and Integration:** Maintaining accurate and up-to-date customer data across disparate systems can be challenging, requiring robust data management and integration capabilities.
- 2. User Adoption:** Successful implementation of CRM relies on widespread user adoption and effective training to ensure that teams fully utilize the system's capabilities.
- 3. Privacy and Compliance:** Managing sensitive customer data requires adherence to privacy regulations, such as GDPR and CCPA, necessitating robust security measures and compliance practices.
- 4. Customization and Scalability:** Tailoring CRM systems to meet specific business needs while ensuring scalability for future growth requires careful planning and investment in flexible solutions.

# CHAPTER 1.

## INTRODUCTION

### 1.1 Concept of CRM

Customer relationship management (CRM) is an approach to manage a company's interaction with current and potential customers. It uses data analysis about customers' history with a company to improve business relationships with customers, specifically focusing on customer retention and ultimately driving sales growth. One important aspect of the CRM approach is the systems of CRM that compile data from a range of different communication channels, including a company's website, telephone, email, live chat, marketing materials and more recently, social media. Through the CRM approach and the systems used to facilitate it, businesses learn more about their target audiences and how to best cater to their needs.

Maruti used communicates with the dealers and dealers, in turn, the dealers communicate with the end customers and vice versa. With this, there is lot of widened gap of understanding the customer needs and wants.



Fig 1(a). Traditional Communication

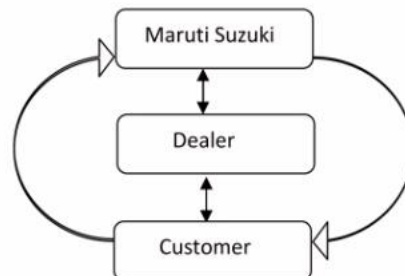


Fig 1(b). Direct Communication through CRM

With that dissatisfied customers are growing immensely. There is no proper channelizing system to deploy the customer complaints and then solve them on time. Diagnosing these dynamic changes in the customer market, Maruti wanted to communicate with the existing customers directly and understands the requirements and serve them better. Hence, Maruti had to initiate various customer focused



marketing activities such introducing Customer Relationship Management (CRM) to retain the customers, acquire new customers & increase the customer satisfaction & loyalization.

The database is the pre requisite for any kind of data analysis that is done in the analytical CRM module. Since Maruti has established network of data centers through dealer transactions and toll free number-call center data capturing etc. Maruti through various channels.

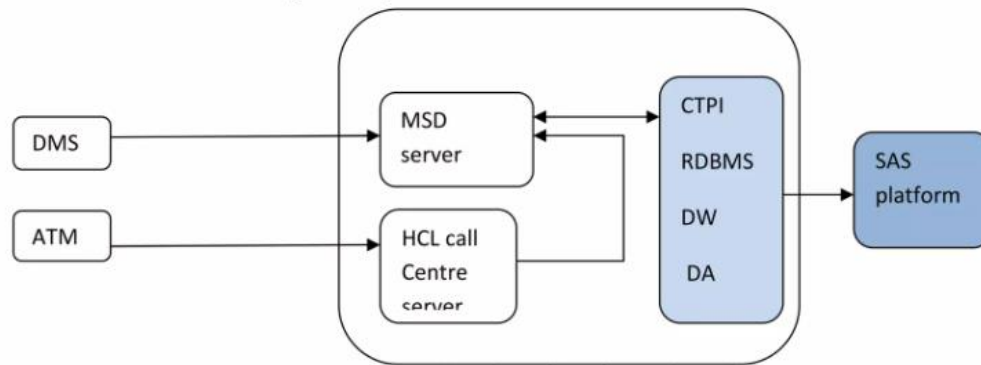


Fig 2. Customer Database Flow Analytical CRM

The database is the pre requisite for any kind of data analysis that is done in the analytical CRM module. Since Maruti has established network of data centers through dealer transactions and toll free number-call center data capturing etc. Maruti through various channels.

Those are the following.

**1) Any Time Maruti-** toll free call center (operated by HCL Technologies at Noida).

All kinds of queries are logged at (ATM) and the kind of information received into the

following areas.

- a) New sales queries due to campaigning or advertising by Maruti
- b) Existing customer sales queries/complaints
- c) Service complaints

These databases are automated to get migrated with respective operational CRM

software modules from the call Centre.

**2) Dealer Management System (DMS)**, dealer transaction module which is connected

through extranet to the central server of Maruti.

a) All the queries (sales/service/true value) are logged onto the DMS portal by the channel partners.

b) The same data is migrated to the Microsoft dynamics Software at Maruti.

Many companies have spent millions of dollars on SFA/ERP/CRM/eCRM solutions only to see them fail miserably.

Gartner Group, the leading industry research group defines CRM as “a customer focused business strategy designed to optimize profitability, revenue and customer satisfaction.”

The key word here is “strategy”. CRM is not a piece of software, nor is it any other type of technical solution. Any company that sees the way to CRM as implementing a software package will see their CRM project fail.

CRM is a philosophy for managing relationships with your customers; the software package is a tool that you can use to reach your goals. You must define your CRM strategy before you go shopping for a technical solution. Then you must see how the solution fits with your strategy, and not how your strategy can be made to fit with the technical solution.

## **WHY CRM IS REQUIRED**

In the commercial world the importance of retaining existing customers and expanding business is paramount. The costs associated with finding new customers mean that every existing customer could be important.

The more opportunities that a customer has to conduct business with your company the better, and one way of achieving this is by opening up channels such as direct sales, online sales, franchises, use of agents, etc. However, the more channels you have, the greater the need to manage your interaction with your customer base.

Customer relationship management (CRM) helps businesses to gain an insight into the behaviour of their customers and modify their business operations to ensure that customers are served in the best possible way. In essence, CRM helps a business to recognize the value of its customers and to capitalize on improved customer relations. The better you understand your customers, the more responsive you can be to their needs.

**CRM can be achieved by:**

- finding out about your customers' purchasing habits, opinions and preferences
- Profiling individuals and groups to market more effectively and increase sales
- changing the way you operate to improve customer service and marketing

Benefiting from CRM is not just a question of buying the right software. You must also adapt your business to the needs of your customers.

CRM (customer relationship management) is an information industry term for methodologies, software, and usually Internet capabilities that help an enterprise manage customer relationships in an organized way. For example, an enterprise might build a database about its customers that described relationships in sufficient detail so that management, salespeople, people providing service, and perhaps the customer directly could access information, match customer needs with product plans and offerings, remind customers of service requirements, know what other products a customer had purchased, and so forth.

## **BENEFITS OF CRM:**



## **Drawbacks of CRM**

Dramatic increases in revenue, higher rates of client satisfaction, and significant savings in operating costs are some of the benefits to an enterprise. Proponents emphasize that technology should be implemented only in the context of careful strategic and operational planning. Implementations almost invariably fall short when one or more facets of this prescription are ignored:

➤Poor planning: Initiatives can easily fail when efforts are limited to choosing and deploying software, without an accompanying rationale, context, and support for the workforce. In other instances, enterprises simply automate flawed client-facing processes rather than redesign them according to best practices.

➤ Poor integration: For many companies, integrations are piecemeal initiatives that address a glaring need: improving a particular client-facing process or two or automating a favoured sales or client support channel. Such “point solutions” offer little or no integration or alignment with a company’s overall strategy. They offer a less than complete client view and often lead to unsatisfactory user experiences.

➤ Toward a solution: Experts advise organizations to recognize the immense value of integrating their client-facing operations. In this view, internally-focused, department.

## **OBJECTIVE OF STUDY**

Some of the basic objectives are as follows:

- To study and understand various aspects of Customer relationship management at MARUTI SUZUKI.
- To study the company’s initiatives conducted by Maruti Suzuki for retaining their customers in the warehouse supply channel.
- To study and understand the employee's behaviour regarding work and job profile.
- To know about the customer satisfaction level and increase customer satisfaction level, and to know how they are getting exactly what they want.

## CHAPTER 2

### INDUSTRY PROFILE

#### TYPES OF WAREHOUSES



Over the last decade, the concept of global warehousing has gained popularity due to its effectiveness in ensuring a timely response to emergencies. These are facilities that are purpose-built or purpose-designed and are operated by trained permanent staff or utilizing 3PL

staff and facilities. To ensure an efficient facility operation, computer-based information systems with sophisticated software are used for planning and management of the warehouse. The warehouse operation is relatively stable, and management focuses on running it efficiently and cost-effectively. Many organizations have centralized pre-positioning units located strategically worldwide that offer extended services to other humanitarian organizations on a cost-plus operating charges basis.

## 1. PUBLIC WAREHOUSING.

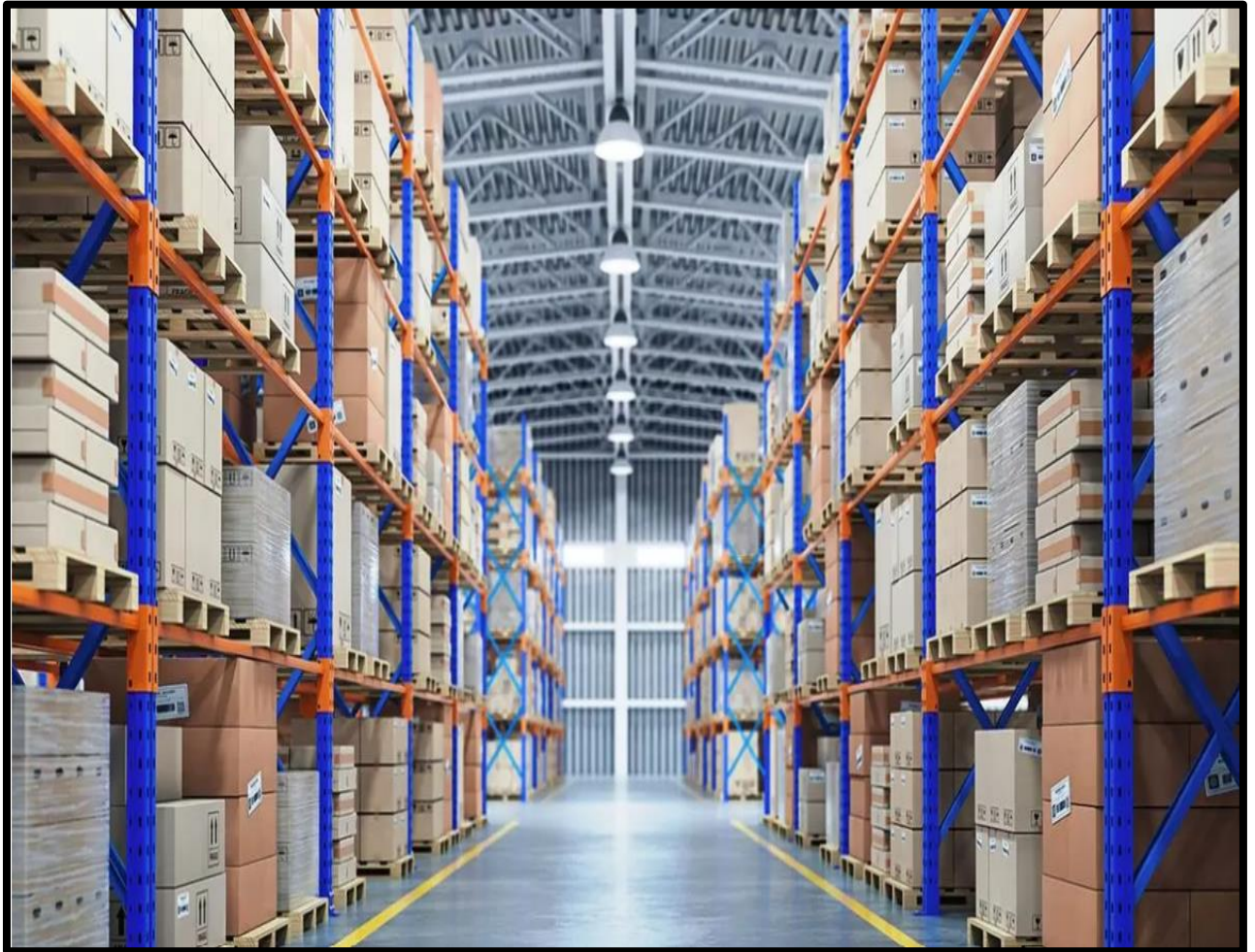
Public warehouses or warehousing are those warehouses where the storage operation is run by the 3<sup>rd</sup> parties and rented for long or short periods as per the requirements.



## 2 PRIVATE WAREHOUSING.

Private warehousing is owned or leased for an extended length of time.

- High Fixed cost
- Necessity of having high and steady demand volumes.
- May reduce an organization's flexibilities





### 3. CONTRACT WAREHOUSING.



The Contract warehousing (3PL warehousing) is a long-term arrangement providing unique warehousing services to one client. In this, both vendors and clients share the risks associated with the warehousing.

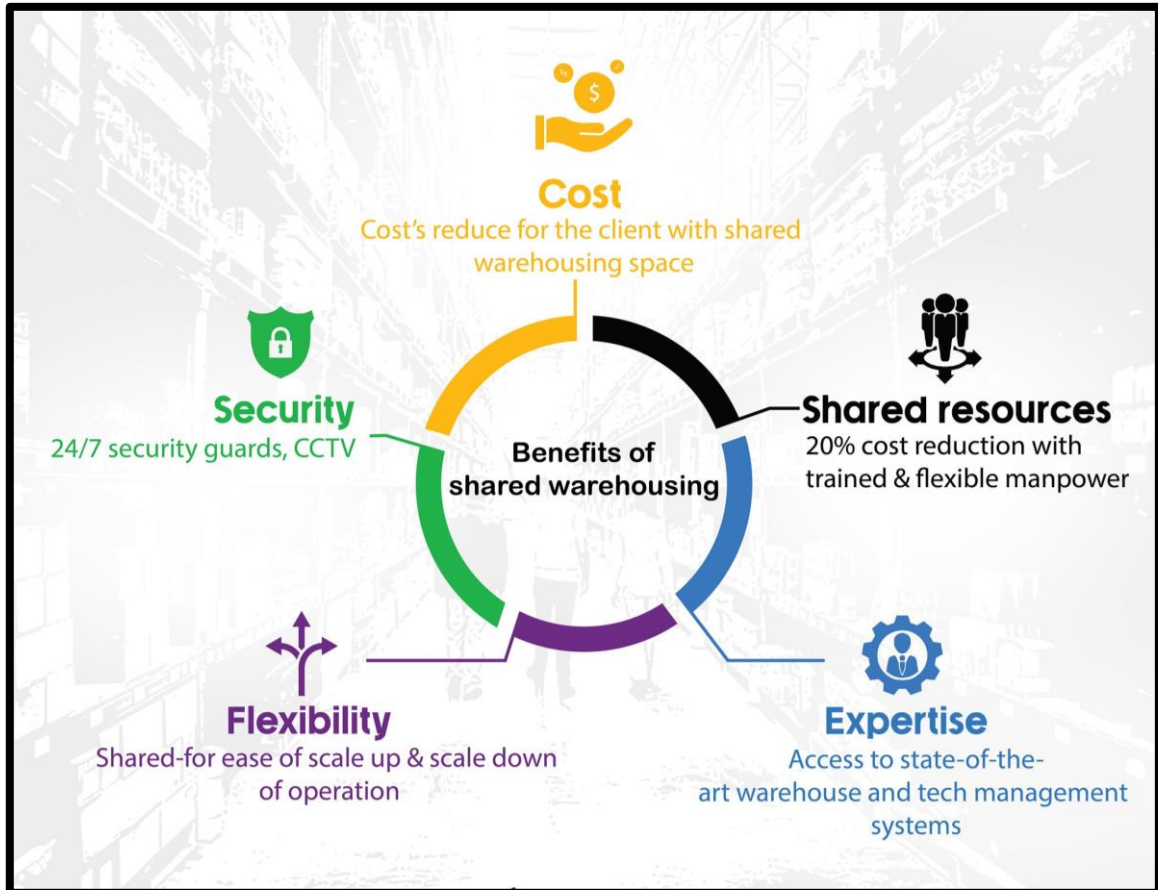
These warehouses are less costly than private warehousing and more costly than public warehousing.

#### NOTE:

##### WHY IS CONTRACT WAHEHOUSING IMPORTANT?

Contract warehouses provide extra services related to packaging and distribution. These are useful services a business can use if expanding or experiencing sharp increases in demand. With a contract warehouse, a business can trust the logistics providers to keep goods flowing to and from storage on time.

### 3. MULTI-CLIENT WAREHOUSING.



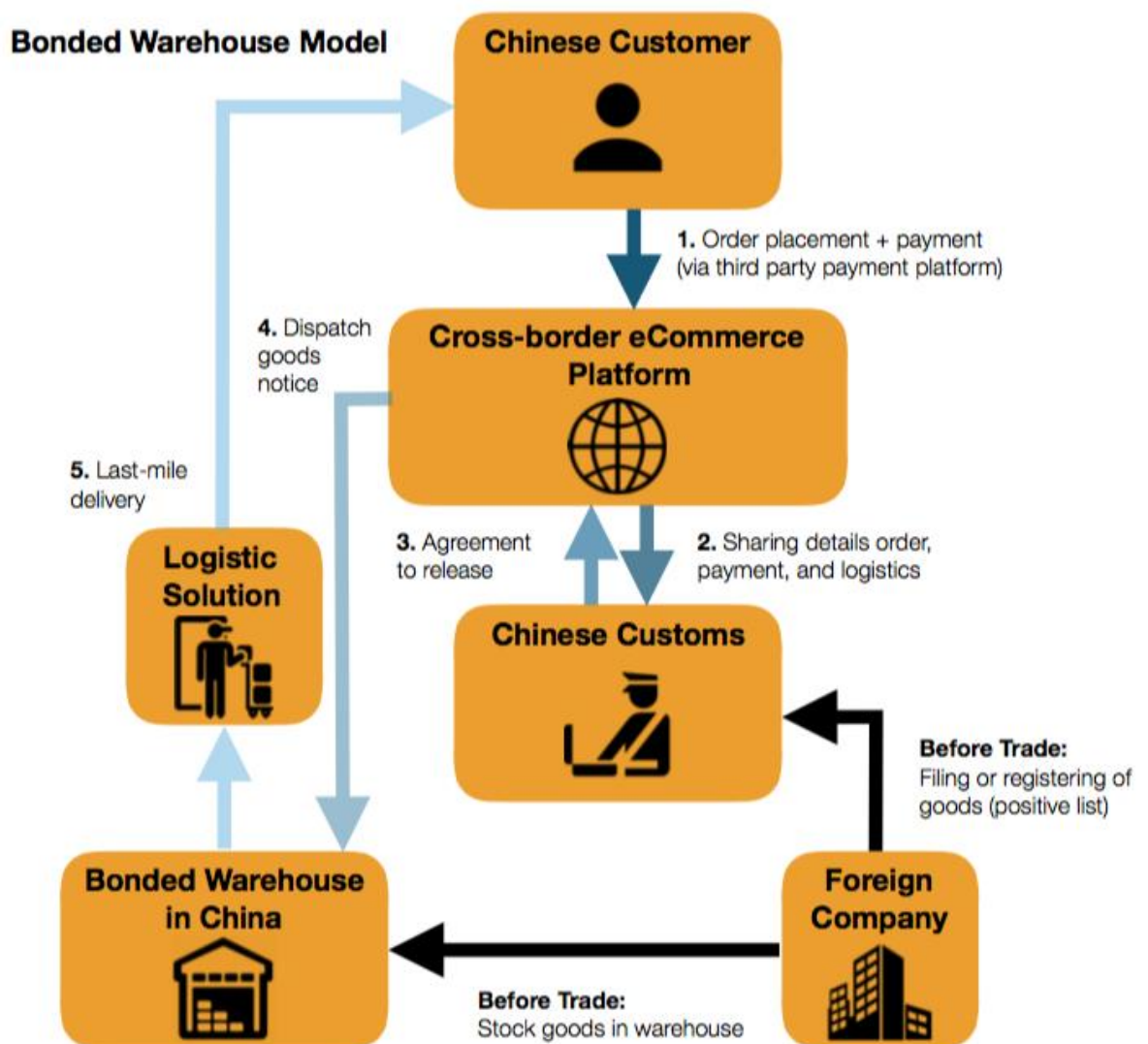
Multi-Client warehouses are those warehouses where a single warehouse provides their service to multiple users at the same place depending upon their requirements. In this type of warehousing, the client needs to pay only those area costs for which they are used. It is very cost-effective.

Some examples of multi-client warehousing units:-



### 3. BONDED WAREHOUSING

A bonded warehouse, often known as a bond, is a facility or other secure place where dutiable products can be held, manipulated, or manufactured without paying duty. It might be handled by the government or by private industry. A customs bond must be deposited with the government in the latter situation.. (wikipedia)



# **POLICIES AND PROCEDURES OF WAREHOUSING.**

## **Policies**

The policies are a set of hard and fast rules that are used to regulate the defined and general tasks and operations of warehouses. These are the standard procedures under which the warehouses run and provide the services to the client.

Some of the examples of policies are given below: -

1. Organizational specific

2. Health and safety

3. Human resources management

4. Security

5. Pest control

6. Warehouse maintenance and cleaning

7. Quality control

8. Record keeping and reporting

9. Reverse logistics – Return of goods and exit strategy in the event of downscaling or shutting down operations

10. Disposal of obsolete and damaged goods.

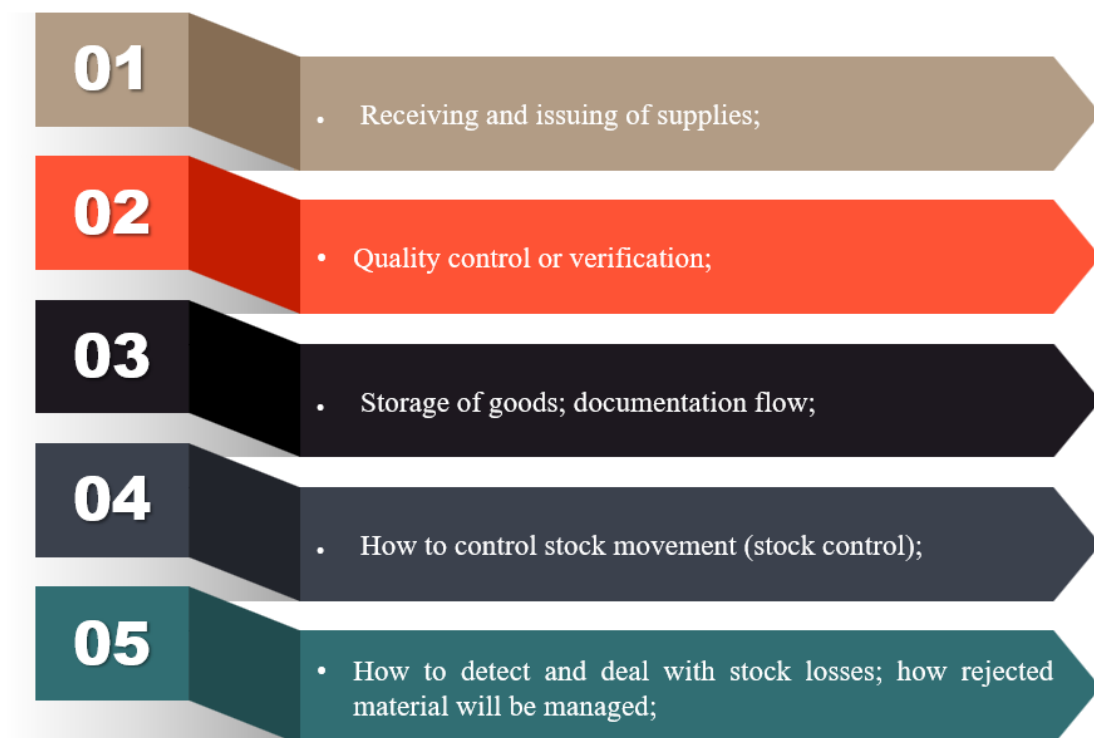
## Procedures

Procedures are the complete information of each step of a particular work or task. It is detailed information regarding the step-by-step procedure or the warehouse operations. These are the selection of the best practice of the procedure.

However, we have to consider the challenges that may come while accomplishing the following procedure.

Procedures should be considered as streamlining the business processes and providing checks and balances. They guide warehouse managers and must have some level of flexibility to cater to unique situations, rather than to be rigidly adhered to.

The procedures will normally provide step-by-step guidance on how to manage each aspect of warehousing and may cover:



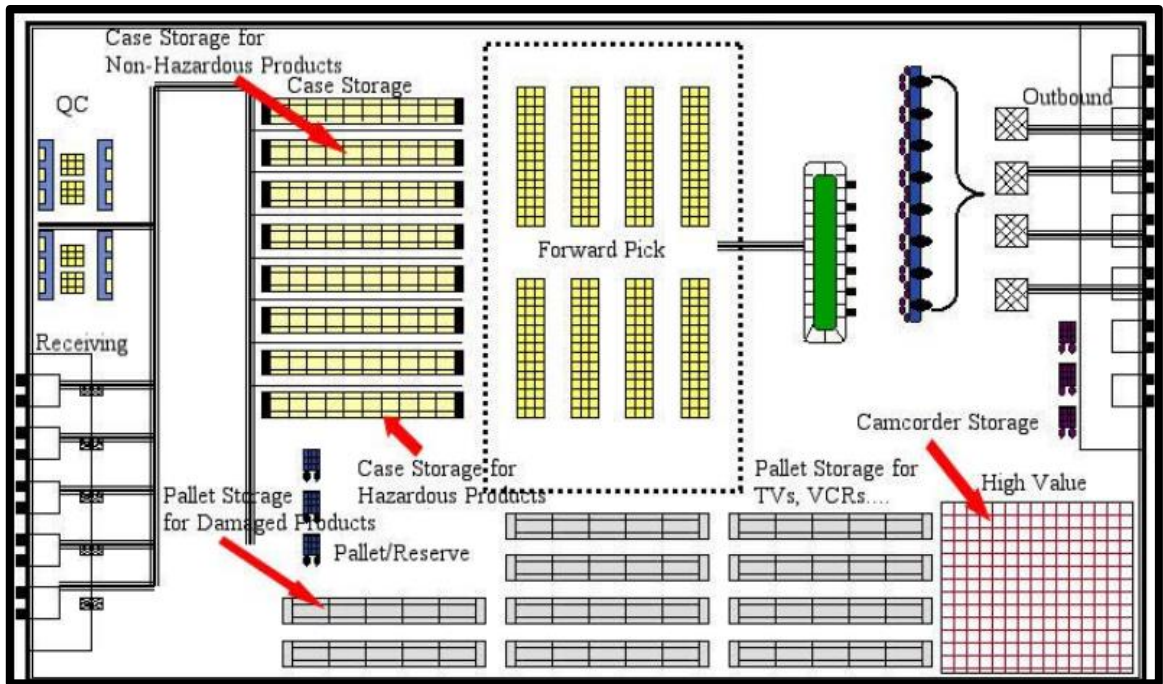
# WAREHOUSE PREPARATION PLANNING

## SPACE LAYOUT

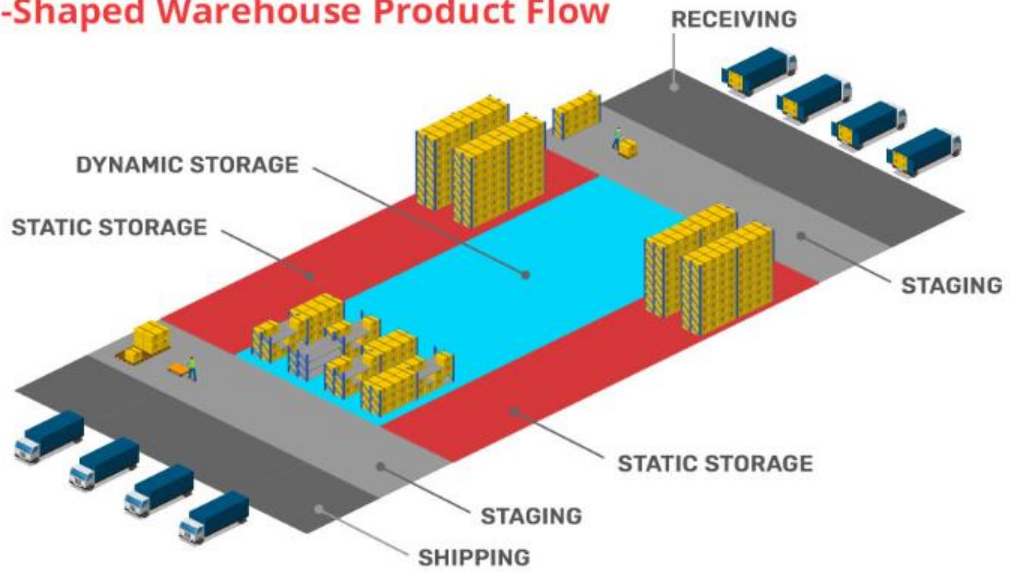
Warehouse space layout is a very crucial point of consideration as there is no fake or unproductive movement of man, material, or machine. Every inch of movement has some fatigue level and cost behind each step of movement hence we have to make sure there should be no gap in flow or material. Please refer below set of activities.

1. Equipment maintenance and parking;
2. Charging of equipment batteries such as pallet trucks;
3. Refueling of trucks
4. An area for garbage disposal e.g. empty packaging
5. A quarantine area for keeping rejected goods, goods to be sent back or destroyed.
6. An employee rest area.
7. Washroom
8. Administration Office

# AREA UTILIZATION & HANDLING



## I-Shaped Warehouse Product Flow



Source: IcoGrams

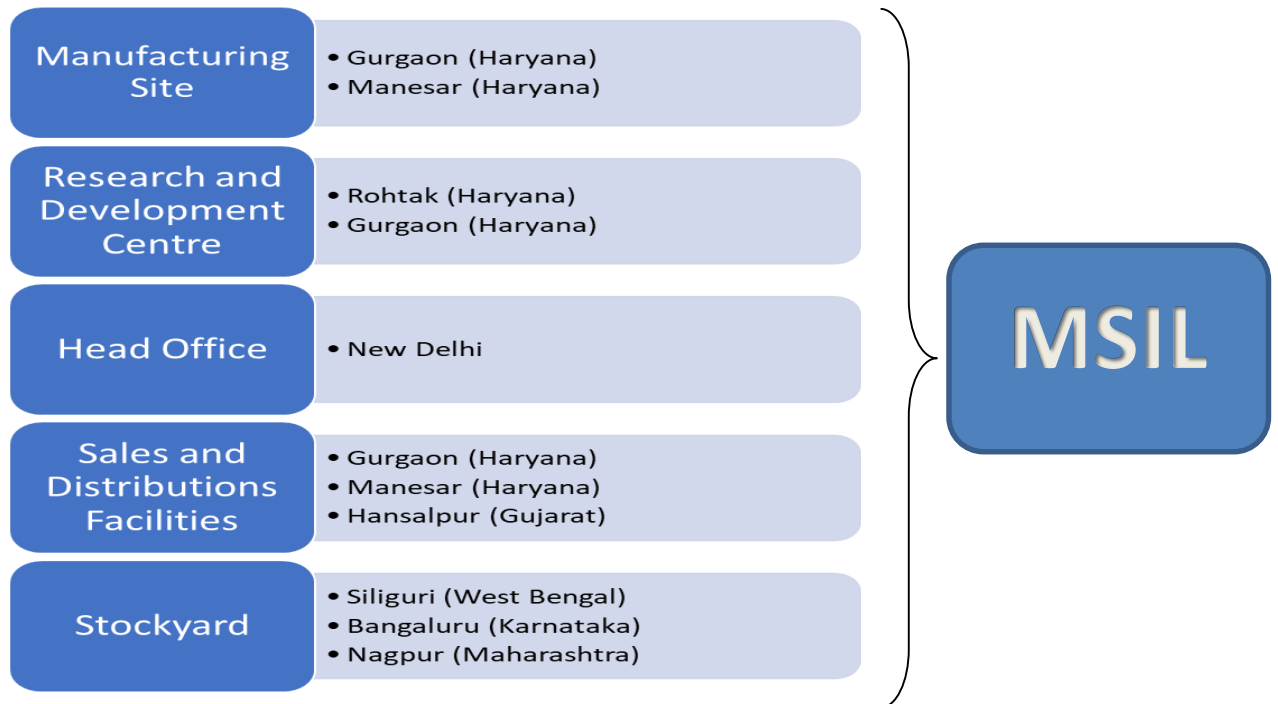
# COMPANY PROFILE

MARUTI SUZUKI INDIA LIMITED (MSIL)

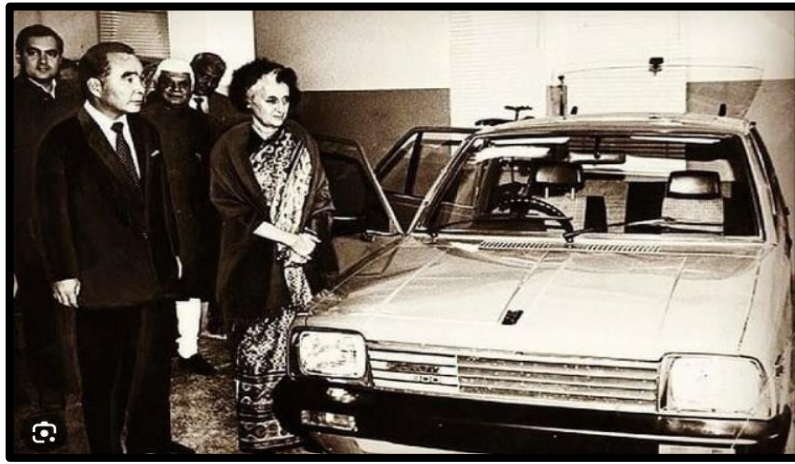


Maruti Suzuki India Limited was established in 1981. A joint venture agreement was signed between the Government of India and Suzuki Motor Corporation (SMC), Japan in 1982. The Company became a subsidiary of SMC in 2002. In terms of production volume and sales, the Company is now SMC's largest subsidiary. SMC currently holds 56.37% of its equity stake. It is a public limited company, and its shares are traded at the National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE)

## FACILITIES IN INDIA







Prime Minister Smt. Indira Gandhi, Future PM Mr. Rajiv Gandhi & CEO of Suzuki Co. Mr Osamu Suzuki



Ambassador



Premier Padmini

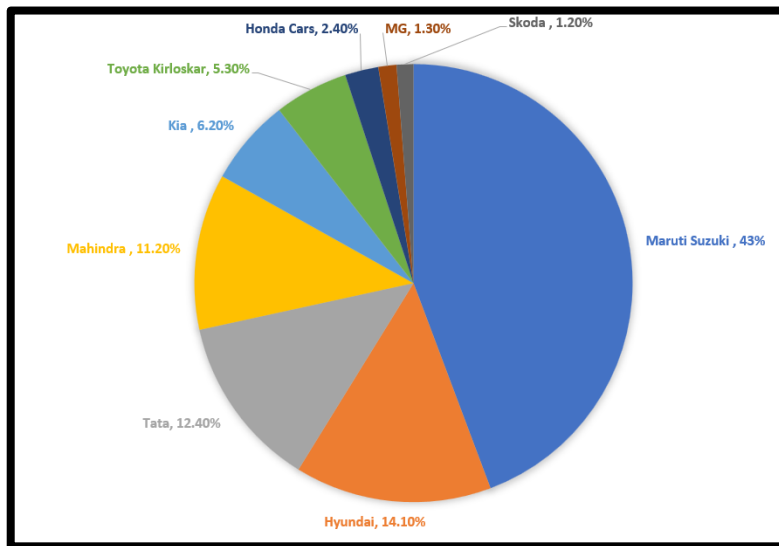
The people of India embraced a new car that was more affordable than the traditional options. The first car, named the Maruti 700, quickly upgraded to an 800 CC engine and became a common sight on Indian roads (see picture). It was a two-box hatchback car without air conditioning, and at the time, there were no air-conditioned cars in India. Maruti was the first brand to introduce an AC car, the Maruti Zen, which became a craze in India. At the same time, they launched the Maruti 1000 cc, the first three-box car, which later evolved into the Maruti Esteem 1300cc, India's first luxury car.



Maruti 800CC

In the year 1996 after seeing the success of Maruti in the passenger car segment, the government allowed other international players to enter India, Hyundai Motors of South Korea launched the Santro 1000 cc car, and there on India saw many international manufacturers entered India. However, the excellent marketing and R&D efforts of Maruti Suzuki kept them at the top. Competitors did their best by launching cars with better features but strategies across product mix, pricing, promotion, place, people, process, and physical evidence have been keeping MUL at the top for the last 40 years. India has become the second largest market for Suzuki in the world and till now has sold 17 million cars in India seeing the cheaper labor cost in India they set up 3 more plants in India and have been exporting to the rest of the world as well. Last year they exported 1,28,000 cars to Europe, Africa continents & South America. (Suzuki, 2019) (MINT, n.d.)

The current Market Share of Maruti Suzuki India Limited is as follows below:



**Market Share in Percentage (2024)**

MSIL CNG Retail Sales from 2016 to 2022 are as below:

To cater to the holistic needs of consumers, Maruti provides various services and products, such as Maruti Finance, Maruti Insurance, Maruti True Value (for used cars), Maruti Accessories, and Maruti Driving School. These offerings help to promote the growth of the Maruti brand and its products. promote the Maruti brand’s growth

MSIL has also launched two premium channels for the premium-class public segment.

1. NEXA
2. MARUTI SUZUKI ARENA



The Export volume is increasing from last few years of the MSIL.



## MARUTI SUZUKI INDIA LIMITED WAREHOUSES

- GENUINE PARTS
- GENUINE ACCESSORIES



# MARUTI SUZUKI

## GENUINE PARTS & ACCESSORIES

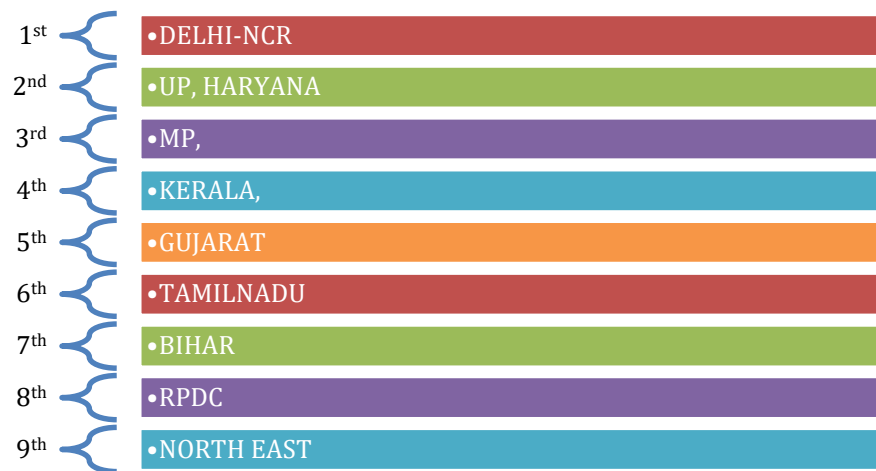
### WAREHOUSE (WRHS-GGN) GURGAON

GURGAON Part has its oldest warehouse known as the mother warehouse of Maruti Suzuki India Limited. This Warehouse serves Parts and accessories to PAN India.

The Whole of India is subdivided into some special Round and Sub Round areas of serving.

Each round has some selective states or cities. Each round has specific days in a week to place the orders for parts and accessories from the Gurgaon MSIL warehouse.

The Round allocation of PAN India is as below.



Each Round places the orders as per their ordering days to the nearest warehouse or MSIL or the availabilities of the spare parts.

Some other warehouses which are shorter capacities are known as RPDC's.

RPDC: Regional Parts Distribution centers.

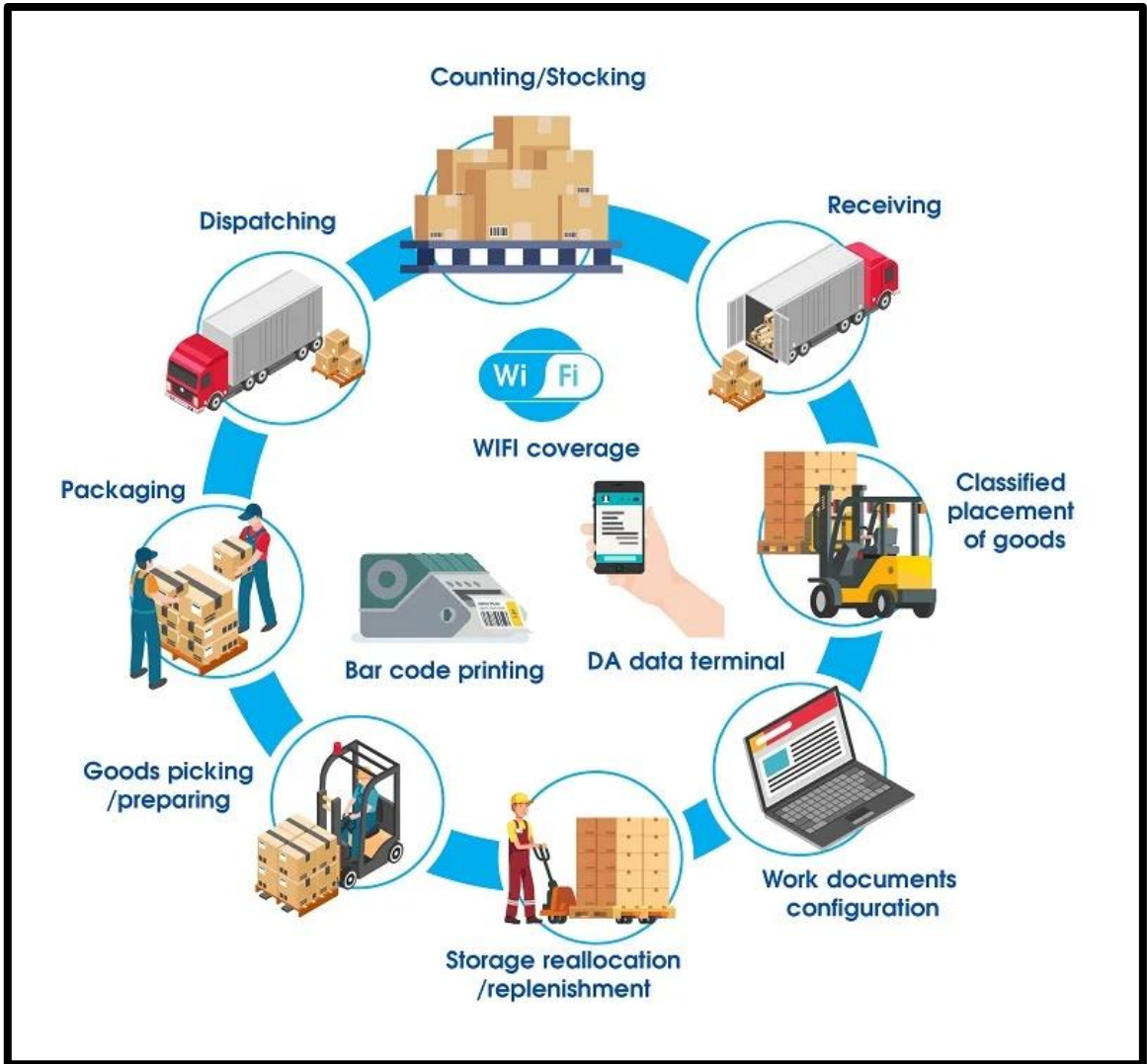
These RPDCs are situated in each direction of INDIA. Like below



- **RPE1:** Regional Parts **E**ast
- **RPS1:** Regional Parts **S**outh
- **RPW1:** Regional Parts **W**est
- **RPC1:** Regional Parts Central.
- **DM01:** Domestic Manesar Warehouse
- **EM01:** Export Manesar Warehouse

Each Warehouse has some serving area in the periphery of the warehouse so that each customer can get the material or parts in a shorter time and best conditions.

# OPERATE AN INFORMATION SYSTEM.



# LITERATURE REVIEW

The impact of technology and innovation on 21st century business has made very essential changes. The rapid development of digital technology has encouraged companies to increase their competitiveness in marketing. Improving and maintaining customer continuity is a marketing strategy in the current digital era. In the digital era, technology will affect marketing in two basic ways, namely with new products and with new processes, but to win the competition, customers must be involved in business by optimizing the competence of each customer (Perreault Jr. and McCarthy, 2002). According to Green (2010) that companies must always be connected with customers by implementing IT anywhere. Technology is believed to provide benefits such as cost efficiency, operational flexibility and resource optimization for the company. that individuals can easily distribute their creations to a global audience without having to pass through traditional “gate keepers” such as publishers. Anyone with an internet connection can create/write a blog, write reviews, report big and small news events, or share songs, videos, or even novels with the world (Hennig-Thurau et al., 2010).

Literature study is used as a method in this article. The sources used come from several literature books and journal articles, proceedings that examine CRM models in various industries, both manufacturing and services. In this article, we try to study various CRM models that have been published since 2001 and are still being implemented until 2024 as a model for increasing efficiency, profitability and organizational/company value which includes aspects of service quality and customer satisfaction.

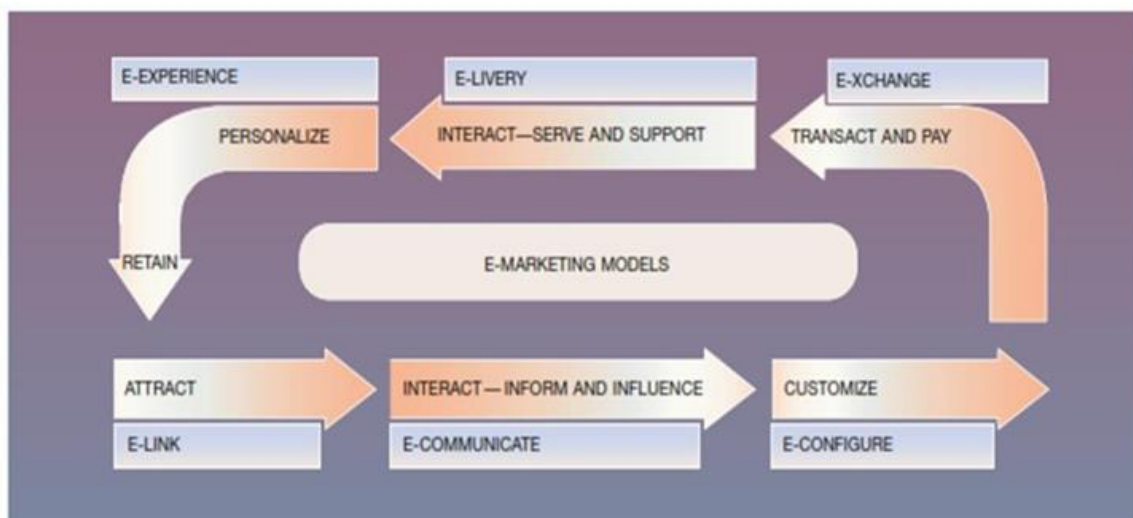
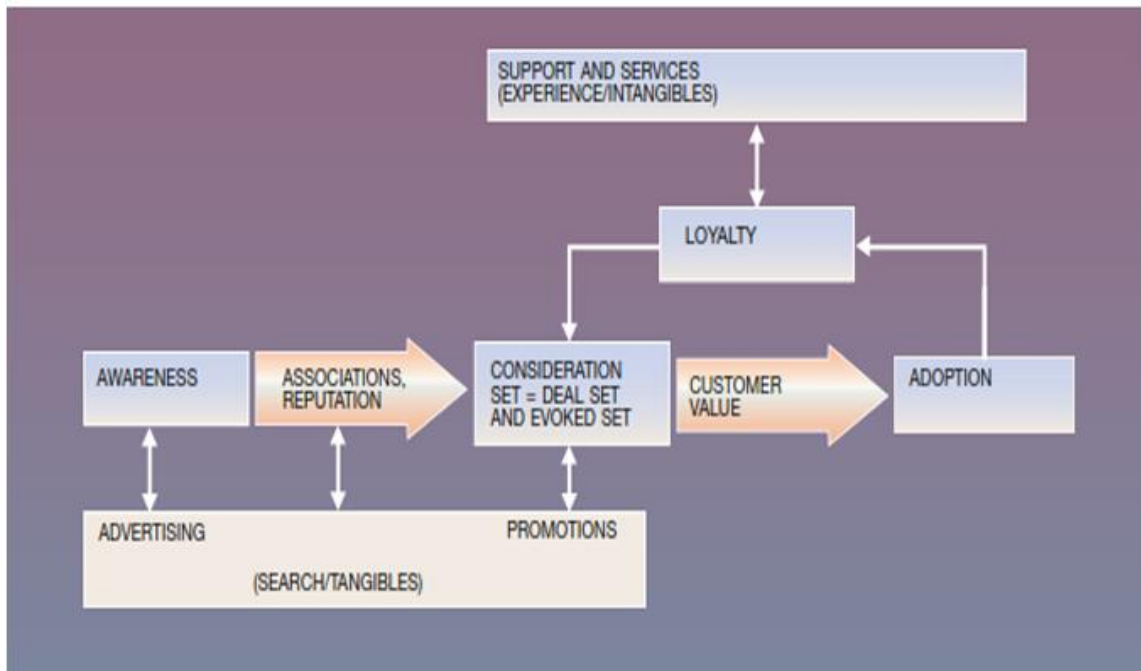
## **Customer Relationship Management (CRM)/Theoretical Framework Model**

The main objective of managing customer relationships is for companies to focus on the success of increasing customer-based overall value and customer retention (Peppers and Rogers, 2011). Companies/marketers must adopt a strategic approach to maintain, improve, and even terminate relationships with customers (Lovelock and Wirtz, 2011). Swift (2001) argues, that organizations would benefit from adopting a



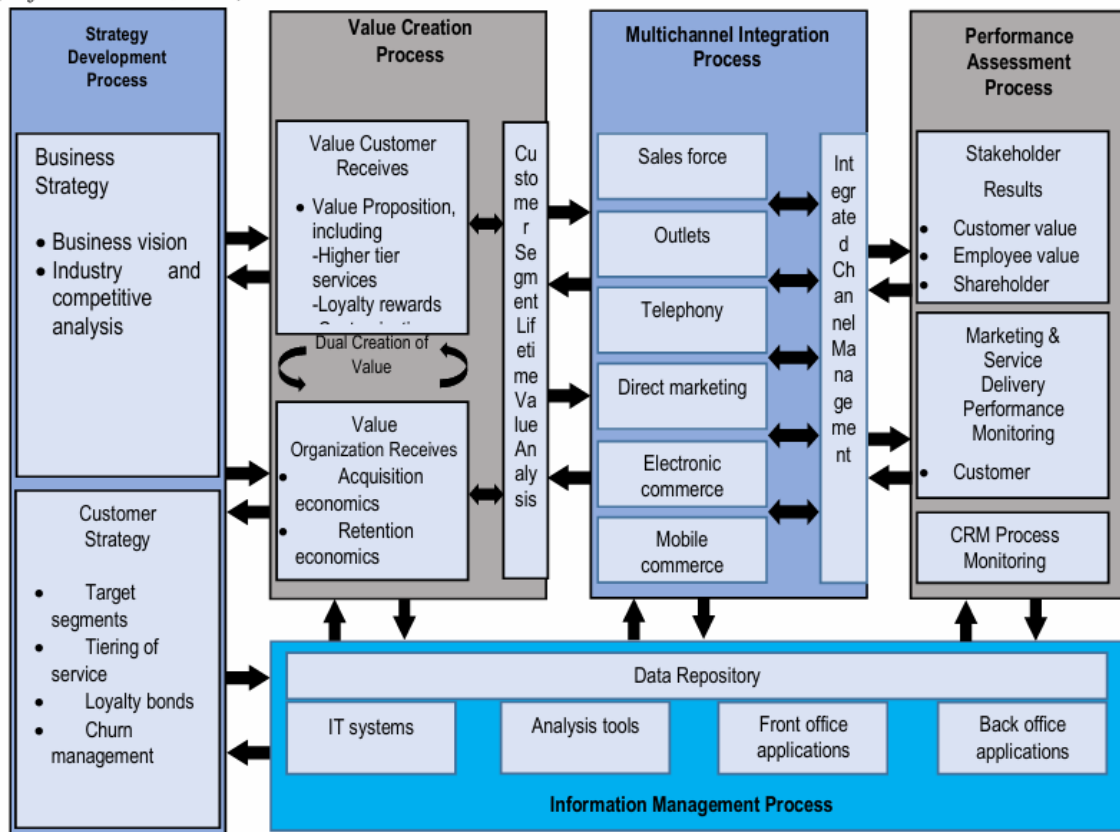
definition of a CRM strategic model that is relevant to their company and ensures its consistent use across their organizational lines.

### Traditional Customer Relationship Management Program



## Payne and Frow's 5 Process Model

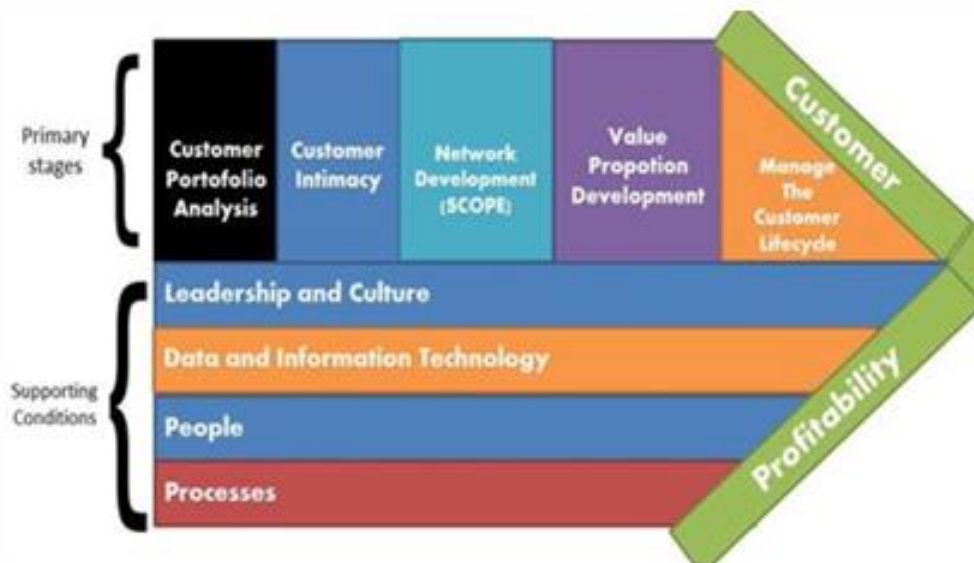
Adrian Payne and Pennie Frow developed a 5 process CRM model. This model clearly identifies five core processes in CRM: strategy development process, value creation process, multi-channel integration process, and information management process (Information Management Process). Strategy Development Process and Value Creation Process are strategic CRM; Multi-Channel Integration Process represents operational CRM; Information Management Process is analytical CRM (Payne and Frow, 2005).



## The CRM Value Chain

The Francis Buttle model, shown in Figure 9, consists of five main stages and four supporting conditions that lead to the ultimate goal of increasing customer profitability. The main stages of customer portfolio analysis, customer intimacy, network development, value proposition development and managing the customer life cycle are sequenced to ensure that a company, with the support of its network of suppliers, partners and employees, creates and delivers a value proposition that acquires and retains profitable customers. Supporting conditions are the leadership and

culture, data and IT, people and processes that enable the CRM strategy to function effectively and efficiently. The ultimate goal of the CRM value chain process is to ensure that companies build mutually beneficial long-term relationships with strategically significant customers.



CRM is not just a marketing data base or a marketing function that provides information about market segments and targets. CRM can support the company's mission to become more customer-centric, which means that customer-related data is shared more broadly across company lines. CRM is a continuum of processes and people who design and implement processes that deliver customer value and company value. The CRM models discussed in the previous session are designed to generate data that can be used to guide customer acquisition, retention, and development. Furthermore, CRM can be seen based on the type of strategic CRM, operational CRM and analytical CRM, although its application requires collaboration. This article does not include criticism for each model and the development of the CRM model, so that future research can criticize and find the type or model of CRM based on the type of organization/company.

# CHAPTER 5

## RESEARCH METHODOLOGY

Research methodology is a process used for making decisions by collecting, analysing and interpreting data. The methodology may include interviews, public research, surveys and other techniques for research and could include both present and historical information

### 5.1 DATA COLLECTION

It refers to collection of information for a research to succeed raw facts must be collected in a form which helps in effective production of result and meeting the objective of study.

There are two types of data collection which are as follows:

- **Primary data:**

Data observed or collected directly from firsthand experience. This type of data is collected by researcher directly from own observation and experience. There are many method of collection of primary data:

collected by researcher directly from own observation and experience. There are many method of collection of primary data:

1. Questionnaire
2. Interview
3. Observation

- **Secondary data:**

Secondary data that is already available and published .it could be internal and external source of data. Internal source: which originates from the specific field or area where research is carried out e.g. publish brochures, official reports etc. This originates outside the field of study like books,

periodicals, journals, newspapers and the Internet.

There are many methods for collections of secondary data are:

1. Books
2. Magazines
3. Government company
4. Annual company report

## **5.2 Sampling Method**

Sampling unit is the unit into which an aggregate is divided for sampling purpose, each unit and response is considered as individual.

- The sampling method used in this research was Convenience sampling

Convenience sampling is a type of non-probability sampling method in which the sample is taken from a group of people who are easy to reach or contact.

## **5.3 Sample Size**

Sample size can be defined as inferences to reference about a population for a sample.

- Sample size taken for the research was **100**.

## **5.4 Research Instruments**

Research instruments are measurement tools designed to obtain data on a topic of interest

- The instrument used in this research was questionnaire.

## **5.5 Questionnaires**

The most commonly used tool for survey research is questionnaire. These are a set of questions designed to collect the relevant data for the research.

- The questionnaire was designed in English and Hindi both to reduce the

language barrier and questions were kept formal and simple to make it easy to understand.

### 5.6 Data Analysis.

Data analysis is the process of transforming the collected data into valuable information

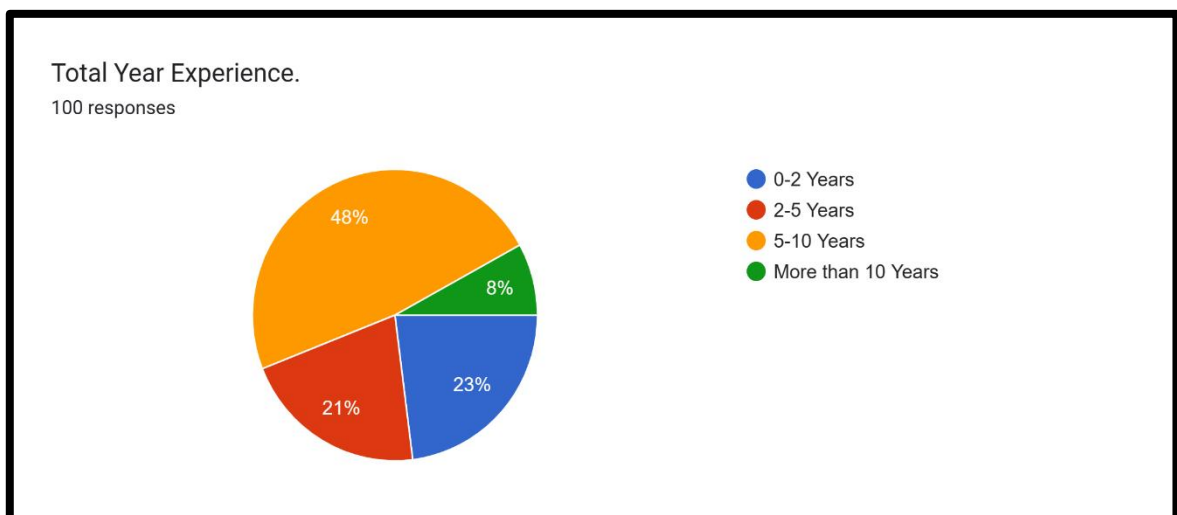
for decision making.

- To collect data Google form is used for conducting surveys.
- To analyze the data EXCEL analysis is used.

## SURVEY RESULT AND INTERPRETATION

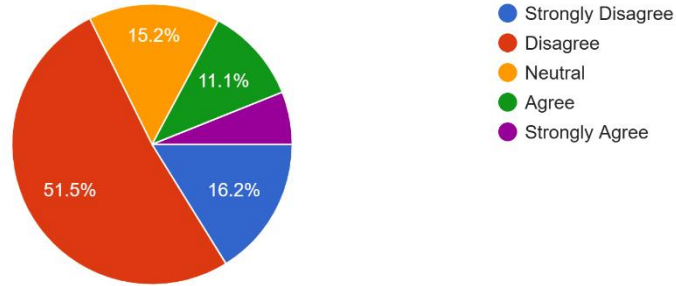
**Survey 1:** Employee relationship and engagement management.

**Purpose:** Learn about internal employee engagement and the relationship between employer and employee.



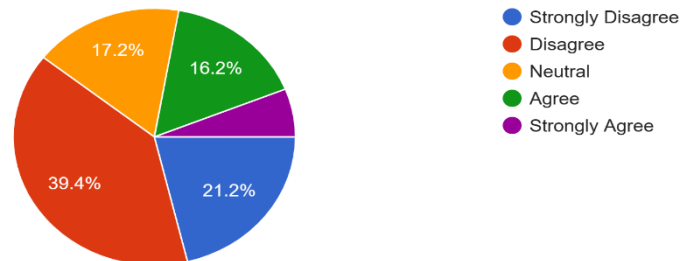
I very often feel that I am being neglected when I am in the Team.

99 responses



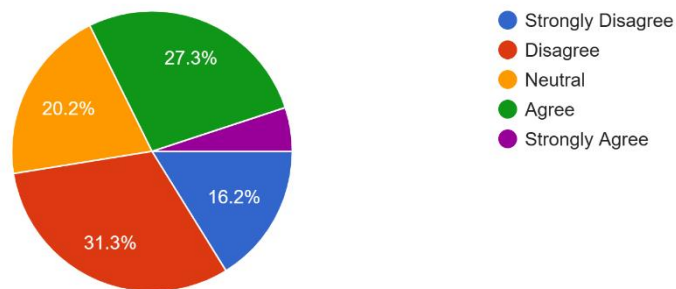
I don't have enough information that I need for my work.

99 responses



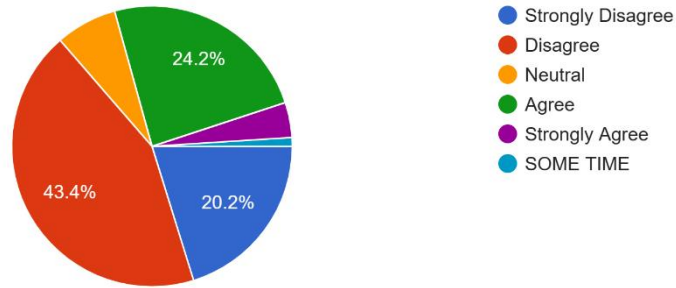
I feel that I have been work loaded with too many jobs.

99 responses



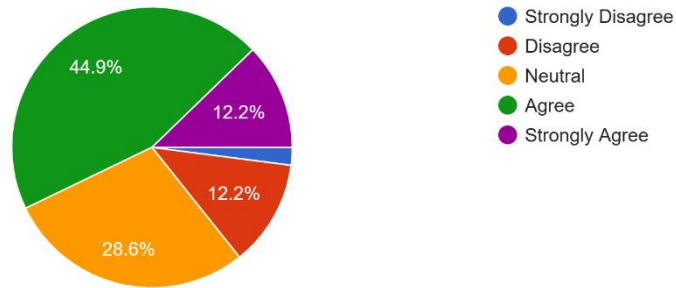
I find it extremely difficult to take decisions.

99 responses



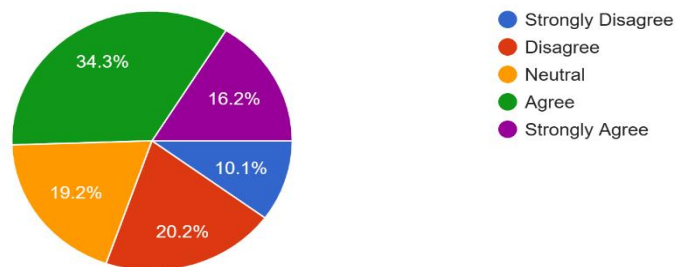
I love to take risks when stakes are high.

98 responses

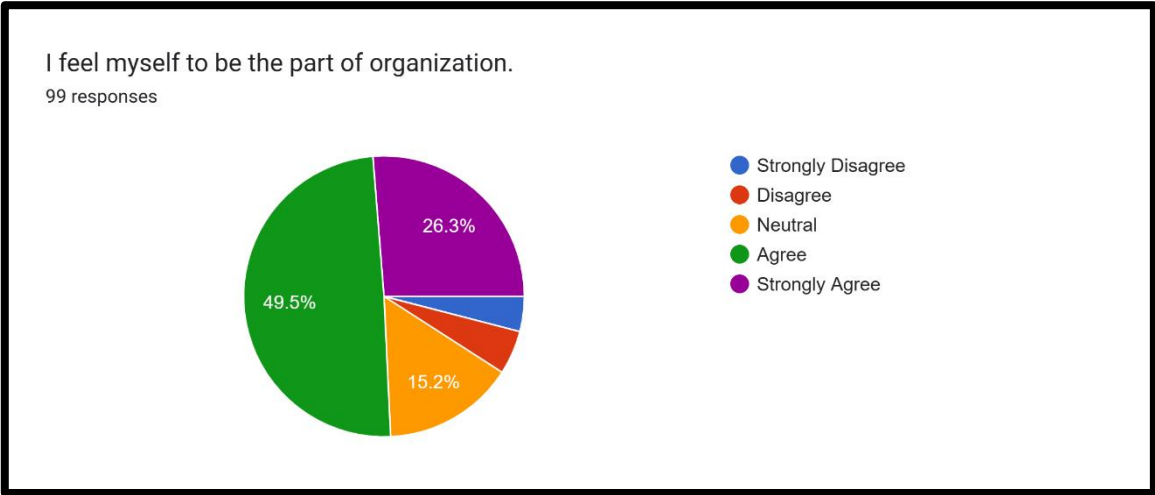
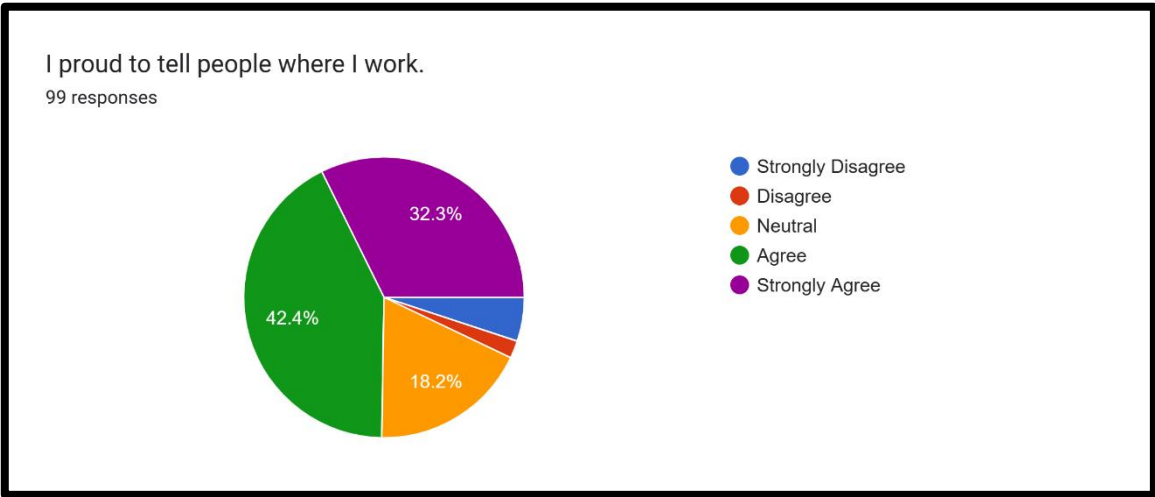
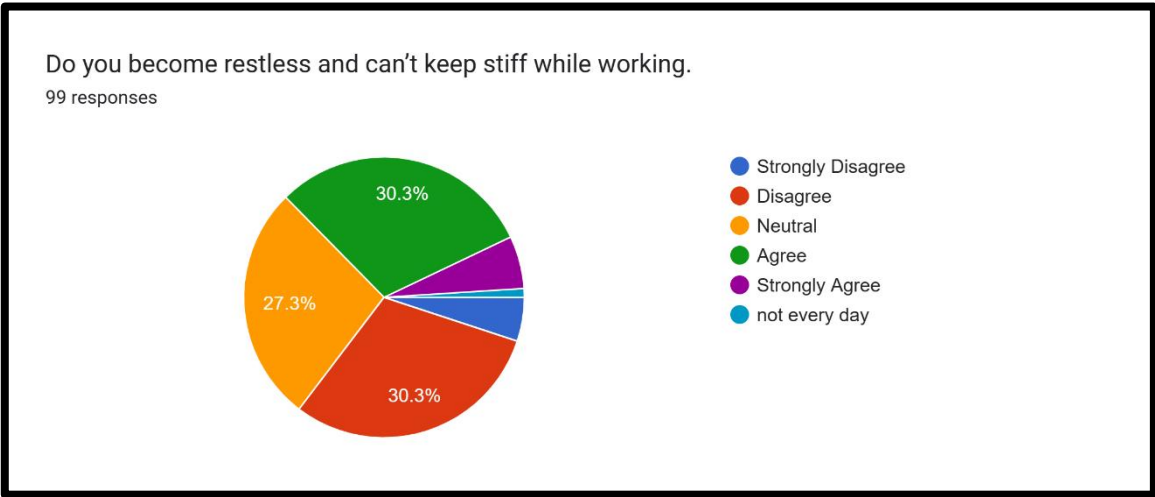


I sleep for 7-8 hours a day

99 responses







**Interpretation:** The employees of the WRHS-G Department are not satisfied with their work profile and always try to find ways to overcome the situation.

## **Dissatisfaction with Work Profile**

- Employees of the WRHS-G Department express consistent dissatisfaction with their current job roles and responsibilities.
- They feel that their work does not align with their skills, interests, or career aspirations.
- The lack of variety and challenge in their tasks contributes to their dissatisfaction

## **Efforts to Improve the Situation:**

- Employees frequently seek opportunities for professional development to enhance their skills and increase job satisfaction.
- They actively look for internal transfers or job rotations to diversify their work experience.
- Many engage in open discussions with their supervisors, advocating for changes in their job profiles or seeking additional responsibilities.

## **Proactive Problem-Solving:**

- Staff members collaborate to identify inefficiencies in their current roles and propose solutions to streamline processes.
- They participate in team-building activities to foster a more supportive and motivating work environment.
- Some employees take on extracurricular projects or initiatives within the organization to gain a sense of accomplishment and fulfilment.

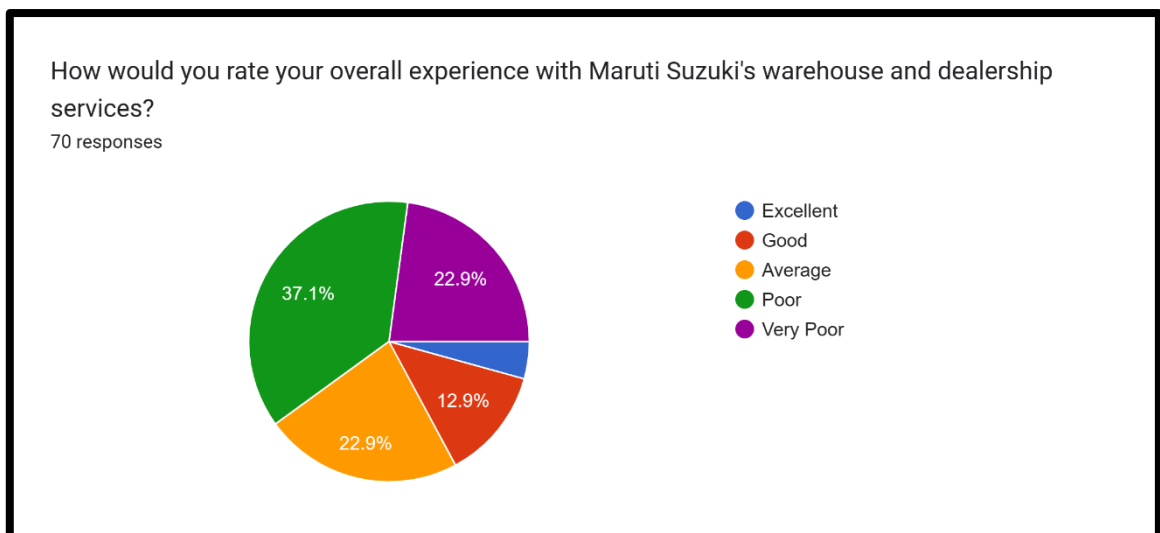
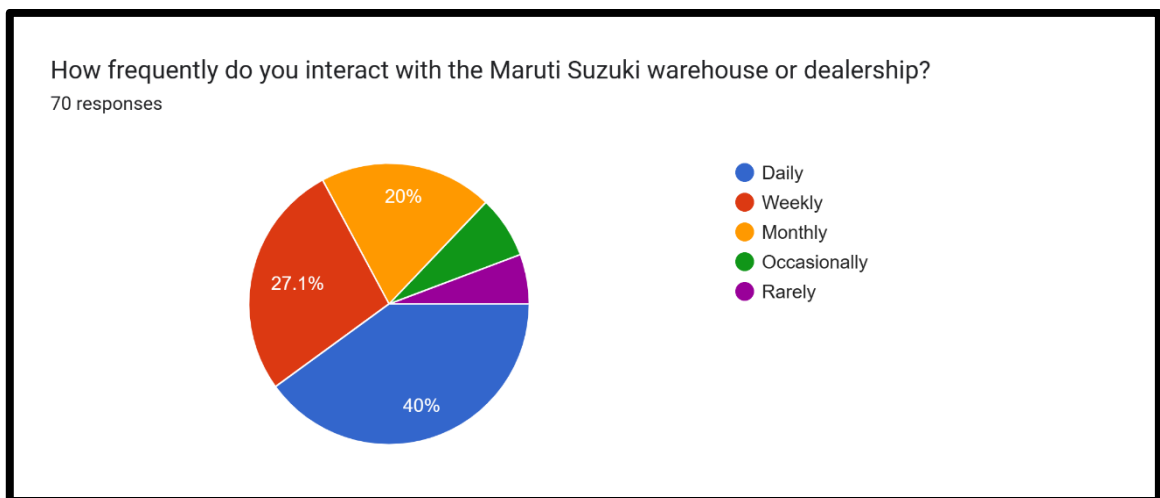
## **Seeking External Opportunities:**

- A significant number of employees explore job openings outside the organization, looking for roles that better match their career goals.
- They network with professionals in their field to find potential job opportunities and gain insights into more satisfying career paths.

### Impact on Workplace Dynamics:

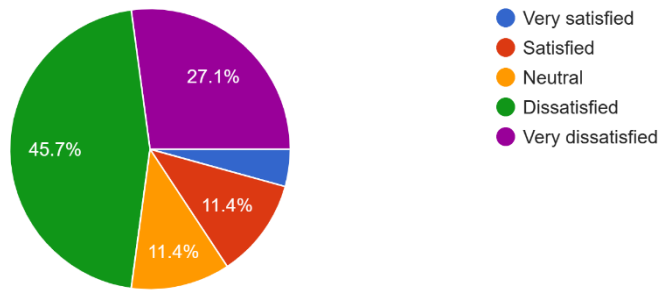
- The overall morale within the WRHS-G Department is affected, leading to decreased productivity and engagement.
- High turnover rates may become a concern as employees leave in search of more fulfilling roles.
- The department faces challenges in maintaining a cohesive and motivated team, impacting overall performance and goals.

### Survey 2: For identifying the Gap area in dispatching the warehouse material to the south zone of India.



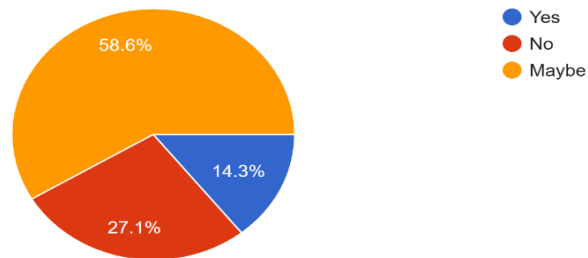
How satisfied are you with the availability of Maruti Suzuki spare parts and accessories at the warehouse or dealership?

70 responses



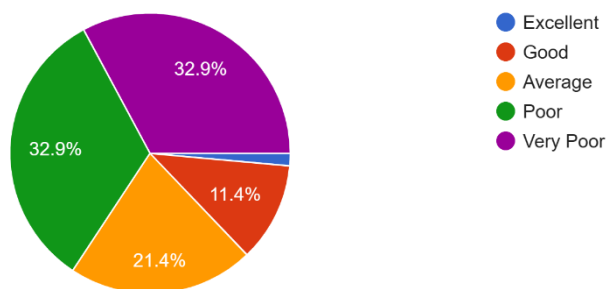
Have you ever experienced delays in receiving ordered parts or accessories from Maruti Suzuki?

70 responses



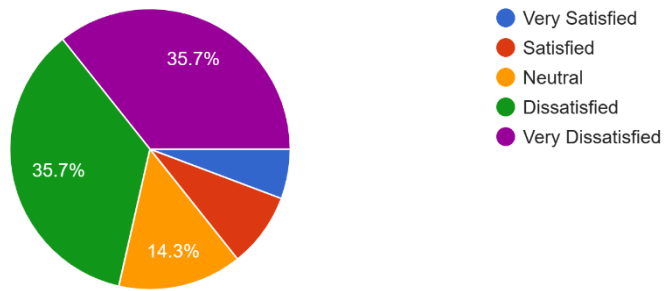
How would you rate the efficiency of the order fulfillment process at the warehouse or dealership?

70 responses



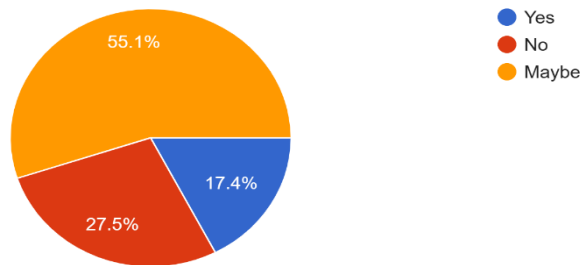
How satisfied are you with the quality of service provided by Maruti Suzuki's warehouse or dealership staff?

70 responses



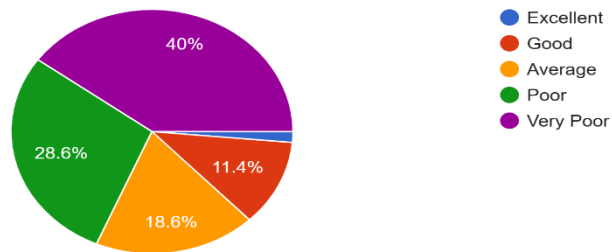
Have you faced any challenges or issues during service or maintenance visits at the Maruti Suzuki dealership?

69 responses



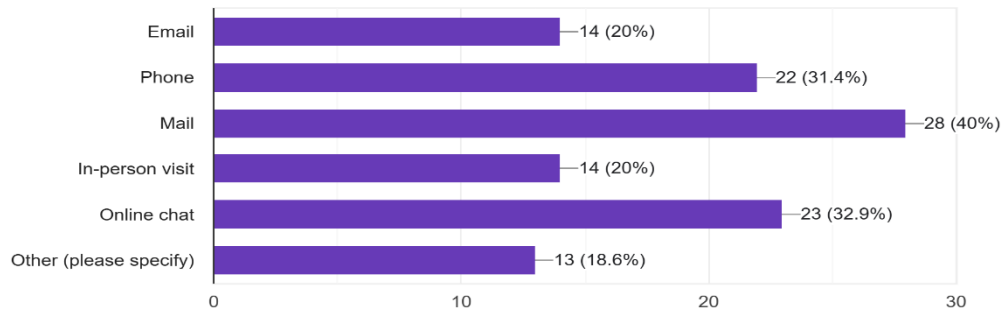
How would you rate the timeliness of service and repairs conducted at the Maruti Suzuki dealership?

70 responses



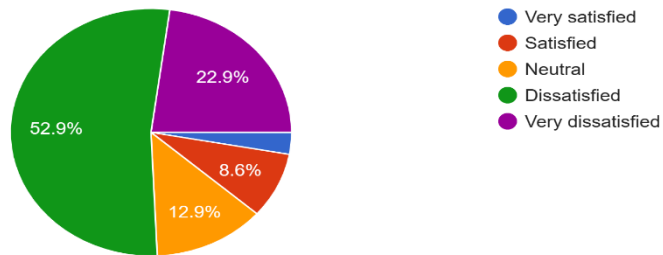
How do you prefer to communicate with Maruti Suzuki's warehouse or dealership for inquiries or support? (Check all that apply)

70 responses



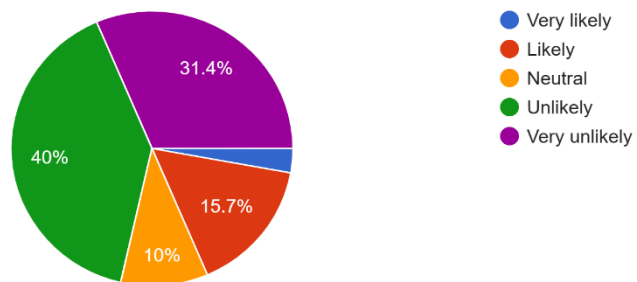
How satisfied are you with the responsiveness and effectiveness of communication with Maruti Suzuki's warehouse or dealership staff?

70 responses



How likely are you to continue using Maruti Suzuki's warehouse or dealership services in the future?

70 responses



**Interpretation:**

1. Almost 40% of dealer places their order on daily basis in the south zone. 27.1% of the dealer place their order every week, whereas 20% every month.
2. 37.1% of dealers' overall experience with Maruti Suzuki's warehouse and dealership services is poor. And 22.9% of dealers have faced very poor experiences.
3. 72.2% Dealers are unsatisfied for availability of Maruti Suzuki spare parts and accessories at the warehouse or dealership.
4. 56.6% Dealers experienced delays in receiving ordered parts or accessories from Maruti Suzuki.
5. 32.9% faced very poor efficiency in the order fulfilment process at the warehouse or dealership.
6. 35.7% of Dealers are very dissatisfied quality of service provided by Maruti Suzuki's warehouse or dealership staff.
7. 56.1% of dealers face high challenges or issues during service or maintenance visits at the Maruti Suzuki dealership.
8. 40% of the dealer's timeliness of service and repairs conducted at the Maruti Suzuki dealership.
9. 40% of dealers use Email for connecting with Maruti Staff of Warehouse.
10. 52.9 % dealers' responsiveness and effectiveness of communication with Maruti Suzuki's warehouse or dealership staff.
11. 40.5% of Dealers wouldn't continue using Maruti Suzuki's warehouse or dealership services in the future.

## **Suggestions**

### **1. Hub and Spoke model introduce in the WRHS-Gurgaon plan.**

#### **Parts & Accessories shipment commence on Hub and Spoke model**

Hub and Spoke is a last-mile delivery model that enables Maruti Suzuki India Limited to deliver Parts and Accessories to numerous Dealers/Distributors in a particular city. As compared to D2C (Direct to Customer) model which follows a series delivery concept, this model is convenient and cost effective.

#### **Highlights of this initiative**

- Warehouse Gurgaon started dispatching Hub and Spoke shipments to Kolkata, Hyderabad, Mumbai, and Pune.
- Aids in Delivering Parts & Accessories with a 50% reduction in lead time compared to the traditional method.
- Freight cost saving of 1 Cr/annum.
- Assists in Achieving customer satisfaction.

### **2. Load Shifting and developing the uniform distribution of Load.**

#### **Key Points**

- No impact of delivery lead time post consignee shifting to Gurgaon.
- Availability of Transportation contract & contract & other logistics support at Gurgaon WRHS.

#### **Parts Warehouse Network (Shifting the Load Dispatch – Uniform )**



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