Major Project Report on

THE CUSTOMER RELATIONSHIP MANAGEMENT IN MARUTI SUZUKI

Submitted By

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2k23/DMBA/050

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DECLARATION

I hereby declare that the research project report titled **"The customer relationship management in the maruti suzuki"** submitted by me to the Delhi School of Management (DSM), Delhi Technological University (DTU), Delhi in partial fulfilment of the requirement for the award of the degree of Master in Business Administration (MBA) is a record of bonafide project work carried out by me under the guidance of **Dr. Deep Shree**

The information and data given in the project report is authentic to the best of my knowledge. I have put in efforts to complete this project successfully.

The work reported is not being submitted by me to any other University for the award of any other Degree, Diploma, and Fellowship program**.**

Himanshu Yadav

Place:

Date:

CERTIFICATE

This is to certify that Mr. Himanshu Yadav (2k23/DMBA/050) has completed the research project titled "**The customer relationship management in the maruti suzuki**" under the guidance of **Dr. Deep Shree** as a part of Master of Business Administration (MBA) curriculum Delhi School of Management, New Delhi.

Dr. Deep Shree
Associate Professor
DSM

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I express my deepest thanks to my professors and peers at Delhi School of Management, DTU, whose teachings and discussions have sharpened my skills, enabling me to successfully complete this internship and prepare this report.

Thank you all for your support and guidance.

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EXECUTIVE SUMMARY

This project aims to implement an advanced Customer Relationship Management (CRM) system to enhance our business's capability to manage interactions with current and potential customers. The strategic use of CRM technology, processes, and practices will drive sales growth and elevate customer satisfaction by effectively analyzing customer data and improving customer relationships.

Our CRM system will focus on effective collection, storage, and analysis of customer data, including demographics, purchase history, communication interactions, and feedback, to better understand customer behavior and needs. It will facilitate personalized interactions with customers across multiple channels, such as email, social media, and in-person engagements, fostering stronger relationships and enhancing customer loyalty. Integrating CRM with marketing efforts will enable the creation of targeted campaigns based on customer data, tracking their effectiveness, and nurturing leads through personalized marketing initiatives. Additionally, the CRM will provide a centralized platform for managing customer inquiries, complaints, and support tickets, enabling representatives to deliver timely and personalized assistance.

The benefits of implementing this CRM system include improved customer insights, which will facilitate more informed decision-making and targeted marketing strategies. Personalized communication and tailored offerings will strengthen customer connections, leading to increased loyalty, repeat business, and customer advocacy.

This executive summary provides a concise overview of the CRM implementation project, highlighting its strategic importance, key components, anticipated benefits, and potential challenges.

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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.
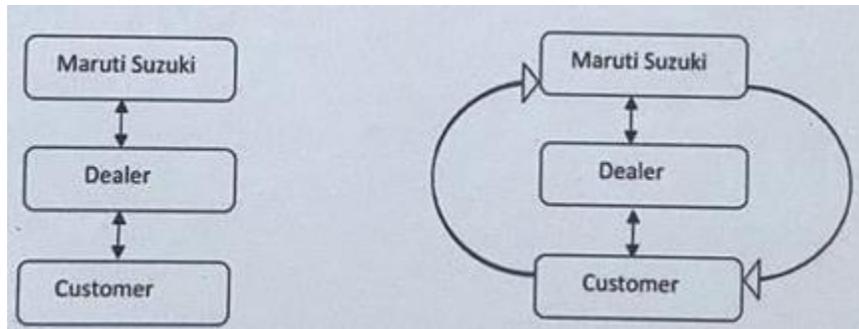

Fig 1(a). Traditional Communication   Fig 1(b). Direct Communication through CRM

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.
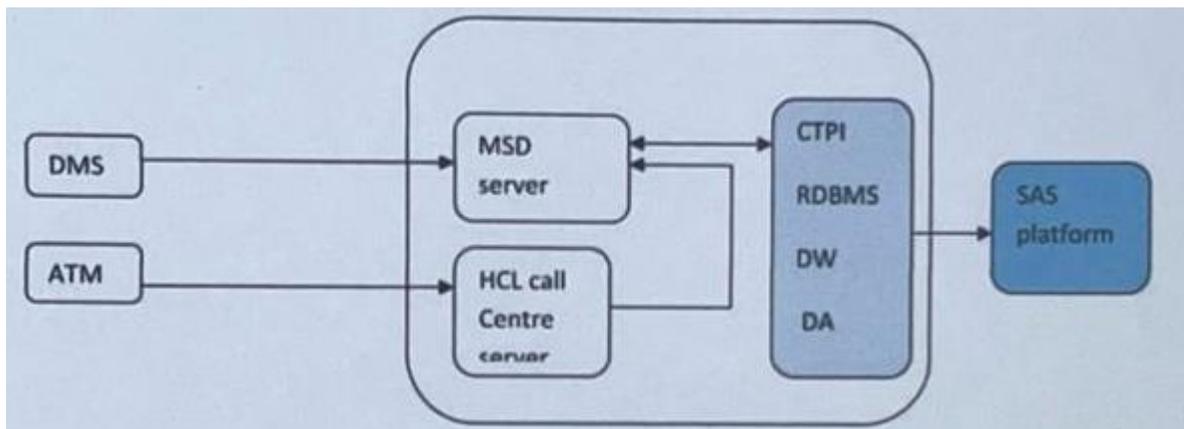

Fig 2. Customer Database Flow Analytical CRM

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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.

- New sales queries due to campaigning or advertising by Maruti
- Existing customer sales queries/complaints.

- 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.

i.   All the queries (sales/service/true value) are logged onto the DMS portal by the channel partners.
ii. 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.
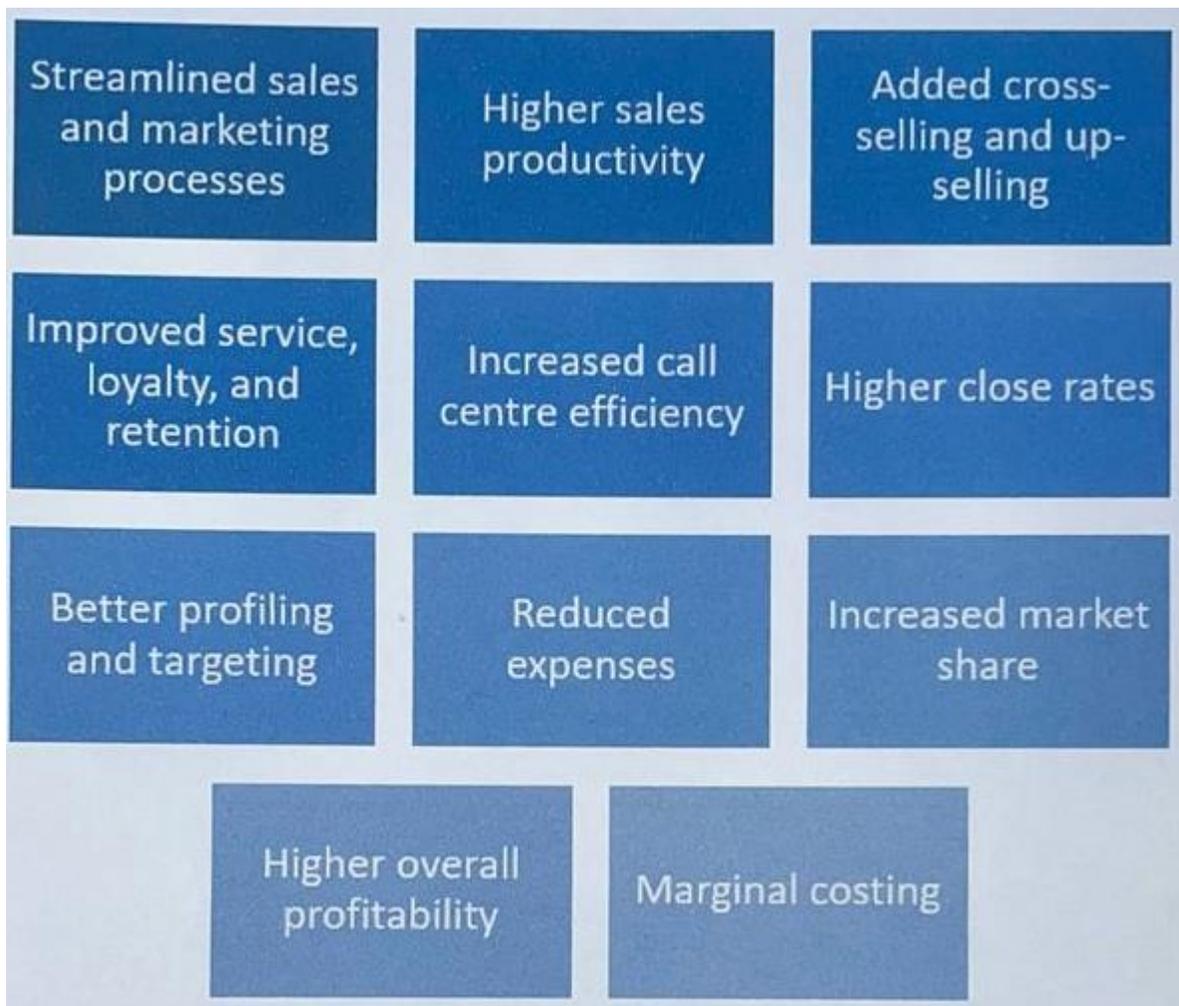
CRM can be achieved by:
> finding out about your customers' purchasing habits, opinions and preferences
> Profiling individuals and groups to market more effectively and increase sales
> changing the way you operate to improve customer service and marketing

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:

Streamlined sales and marketing processes	Higher sales productivity	Added cross-selling and up-selling
Improved service, loyalty, and retention	Increased call centre efficiency	Higher close rates
Better profiling and targeting	Reduced expenses	Increased market share
Higher overall profitability	Marginal costing	

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

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.

CHAPTER 2

INDUSTRY PROFILE

2.1 WAREHOUSING

Car parts warehouses are specialized facilities designed to store, manage, and distribute a wide range of automotive components, essential for supporting the automotive industry by ensuring parts availability for manufacturers, repair shops, and individual customers. Key functions include inventory management with stock control, categorization, and tracking using barcode/RFID systems; order fulfilment by processing orders accurately and efficiently; and storage solutions featuring specialized shelving, climate control, and security measures. Logistics and distribution involve coordinating transportation, planning optimal delivery routes, and handling returns. Challenges include managing demand fluctuations, ensuring part compatibility, integrating technology, and balancing operational costs. Trends and innovations focus on automation, data analytics, sustainability, and customer-centric approaches.

2.2 Maruti Suzuki India Limited -WAREHOUSE

Maruti Suzuki India Limited operates extensive warehouse facilities to support its position as India's leading automobile manufacturer. These warehouses are critical for the efficient storage, management, and distribution of automotive parts and components

across the country.

These warehouses are known as Regional Parts Domestic Centres (RPDC's).

Currently there are 5 centres cater all the dealers and distributers of India and outside the India.

Maruti Suzuki warehouse are as follows.

DM01 : Domestic Manesar
MUL0677: Export Manesar
RPC1: Regional Parts Centre - Nagpur
RPW1: Regional Part West - Gujarat
RPE1: Regional Part East- Siliguri
RPS1: Regional Part South - Bangalore
E3PL: Cross dock warehouse
And many upcoming warehouses.

2.3 CRM in Maruti Suzuki Warehousing Operations.

Maruti Suzuki India Limited places a strong emphasis on Customer Relationship Management (CRM) within its warehousing operations to enhance customer satisfaction and loyalty. Key strategies include:

1. Efficient Order Fulfilment: Ensuring precise order picking and packing to minimize errors and returns, thereby increasing customer satisfaction.

2. Advanced Inventory management: Utilizing sophisticated inventory management systems that provide real-time tracking of parts and components. This transparency allows for better communication with customers regarding order status and expected delivery times.

3. Personalized Service: Offering personalized services and solutions based on specific customer needs and preferences. This can include tailored delivery schedules and special handling instructions.

Each warehouse of Maruti deals with thousands of dealers, distributers and service stations. For better customer satisfaction all warehouses need to be align with best practices and proactive communications which create strong supplier relationship.

By focusing on these CRM strategies, Maruti Suzuki's warehousing operations not only ensure efficient and reliable service but also build strong, long-lasting relationships with

their customers. This customer-centric approach is integral to maintaining Maruti Suzuki's reputation as a trusted and leading automobile manufacturer in India.

TYPES OF WAREHOUSES

PUBLIC WAREHOUSEING

PRIVATE WAREHOUSING

CONTRACT WAREHOUSING

MULTI-CLIENT WAREHOUSING

BONDED WAREHOUSING

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 3rd parties and rented for long or short periods as per the requirements.

Fig 3. What is Public Warehousing

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.
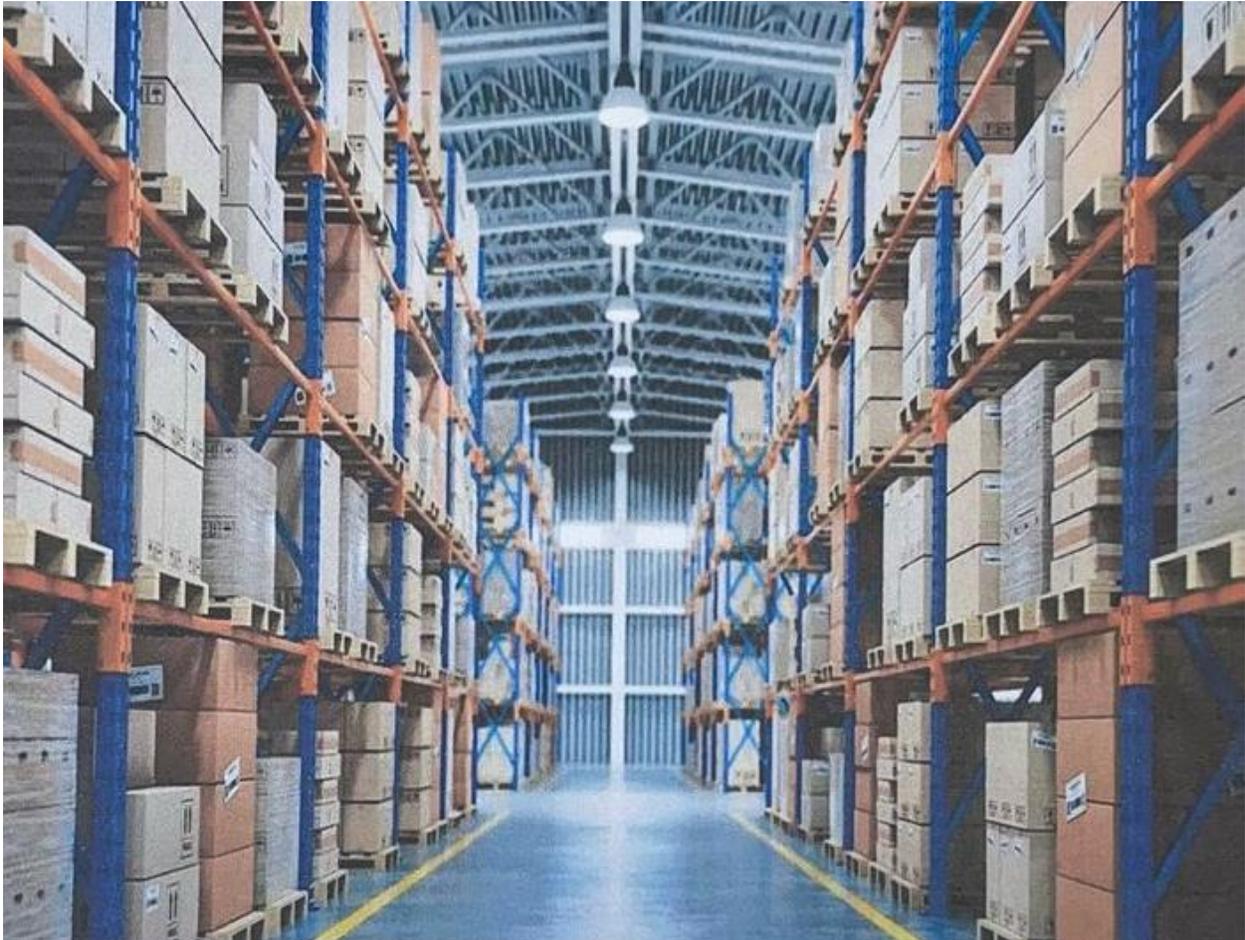
• May reduce an organization's flexibilities

Fig 4. Private Export Warehouse of Yamaha

3. CONTRACT WAREHOUSING.

Because **contract warehouses** typically offer more specialized logistics services, they can handle more intricate storage and fulfillment needs than a public warehouse.

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.
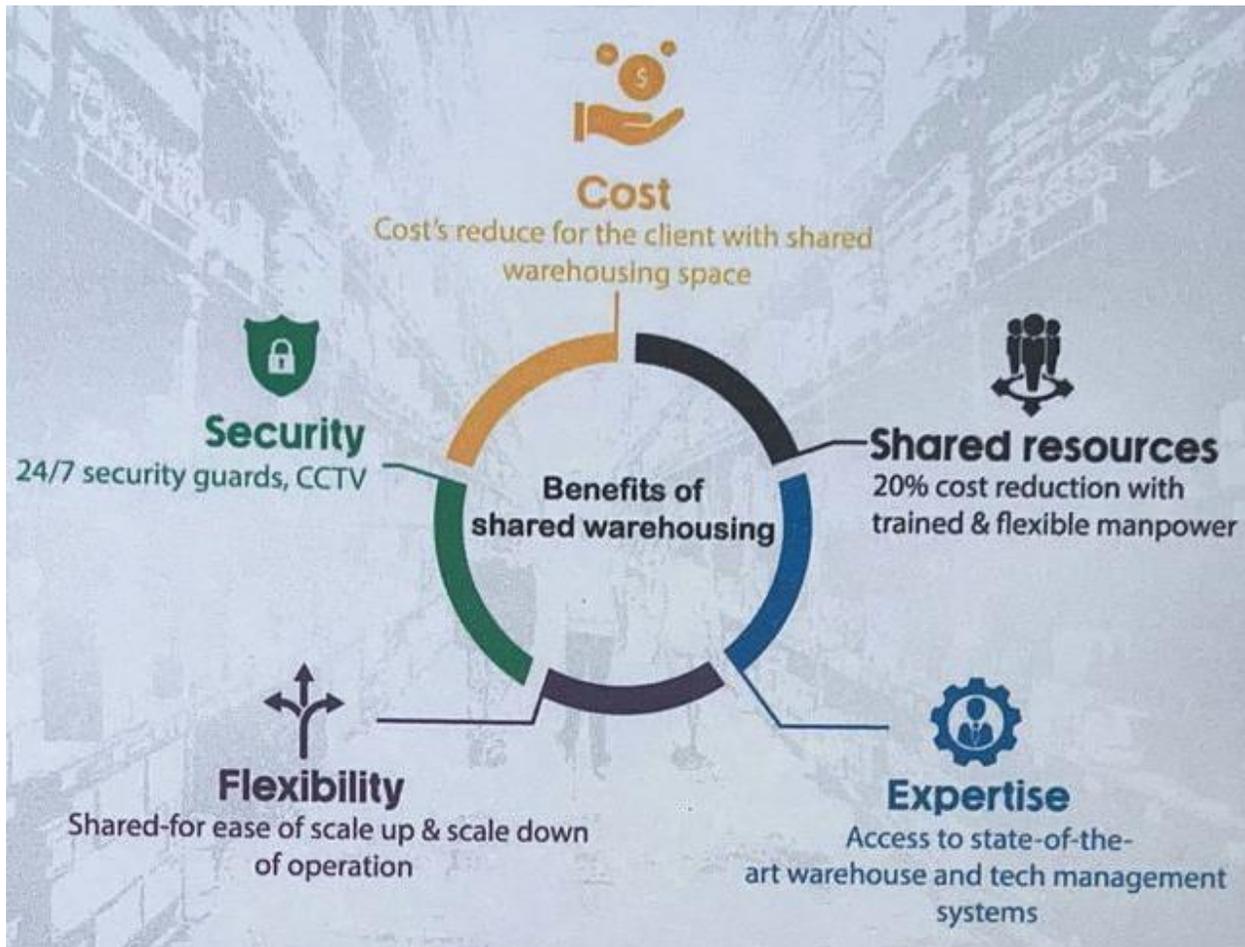
2. MULTI-CLIENT WAREHOUSING.

Fig 5. Features of Multi-client warehouse

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:-

Fig 6. Multi-client partners

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)
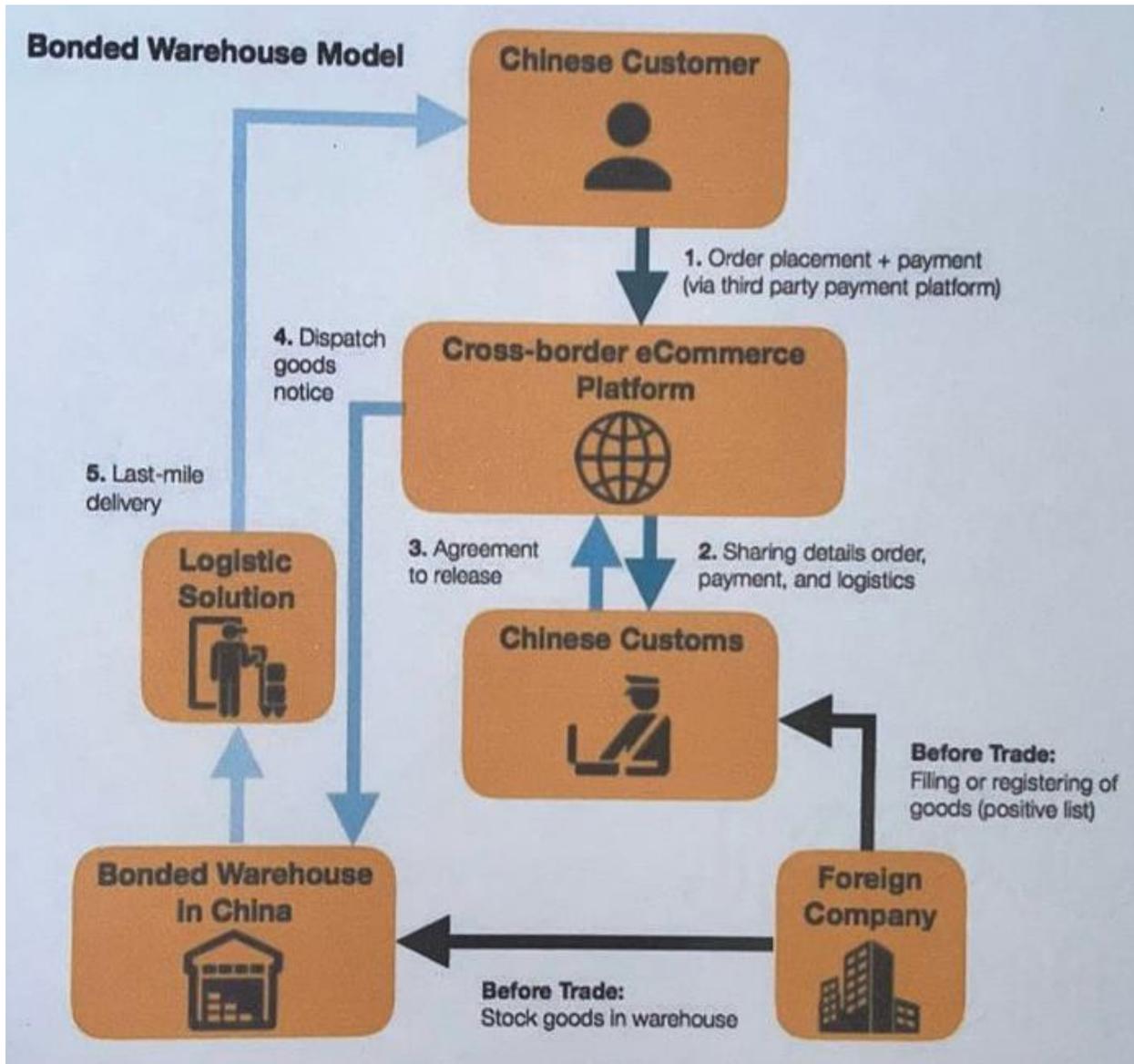

Fig 7. Bonded warehouse Model

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.

Fig 8. Policies of Warehouses

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:

01
• Receiving and issuing of supplies;

02
• Quality control or verification;

03
• Storage of goods; documentation flow;

04
• How to control stock movement (stock control);

05
• How to detect and deal with stock losses; how rejected material will be managed;

Fig 9. The procedure of selection of warehouse

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.
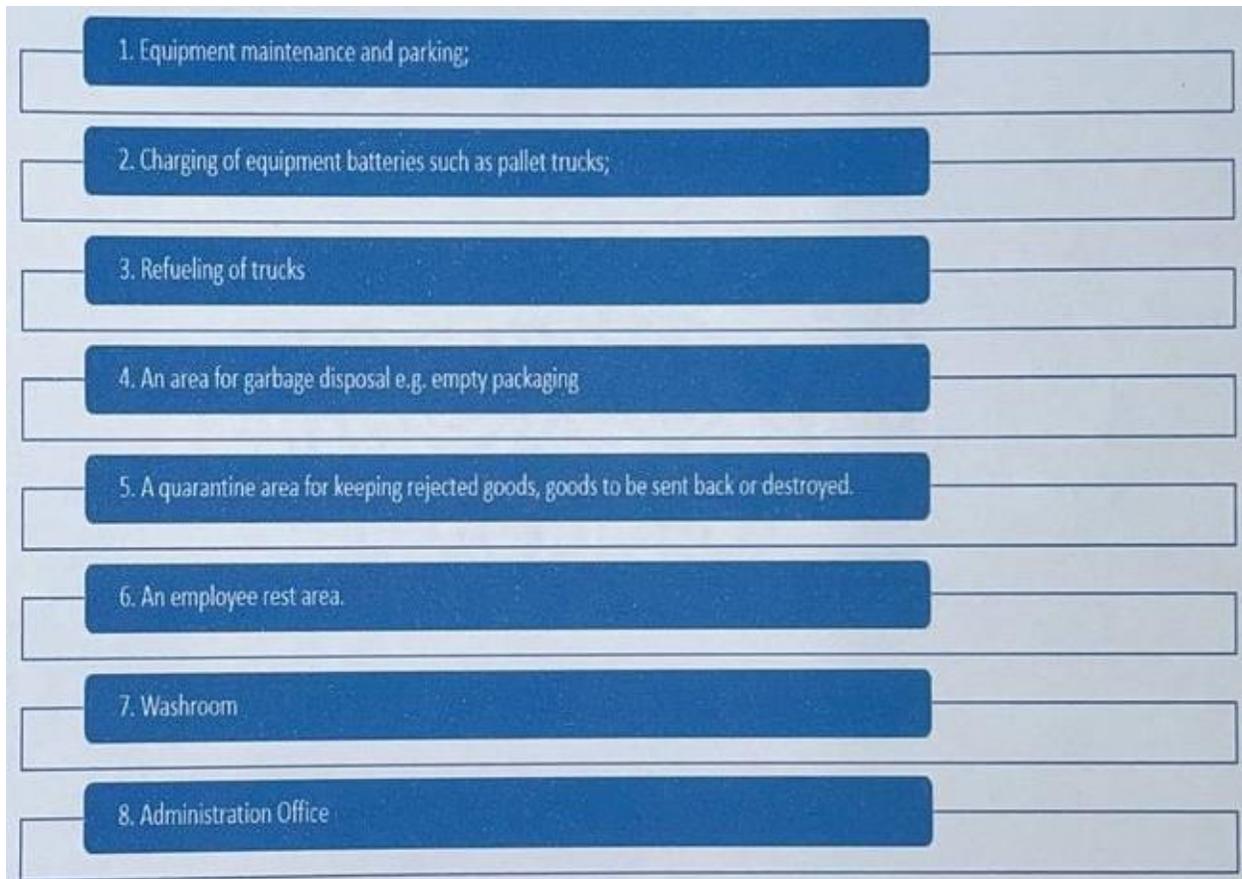

1. Equipment maintenance and parking;

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

Fig 10. Space Layout of warehouse and operations

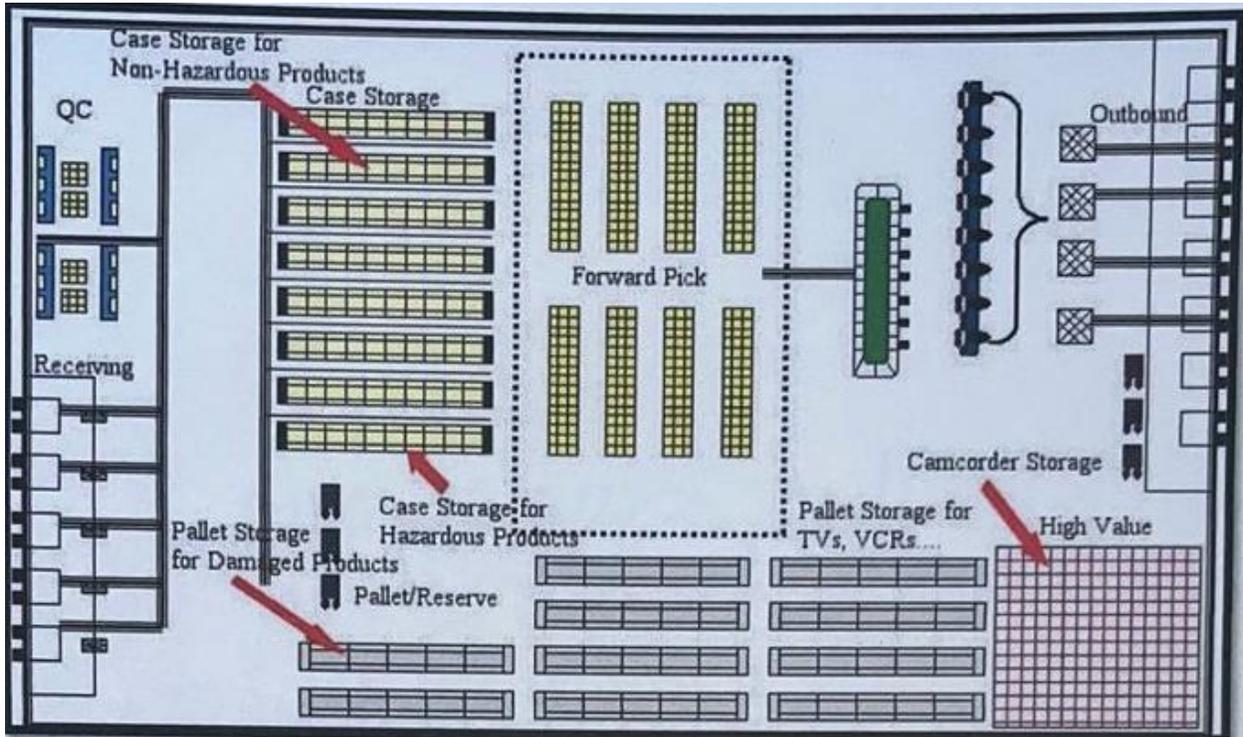**AREA UTILIZATION & HANDLING**

Fig 11. Area Utilization and handling
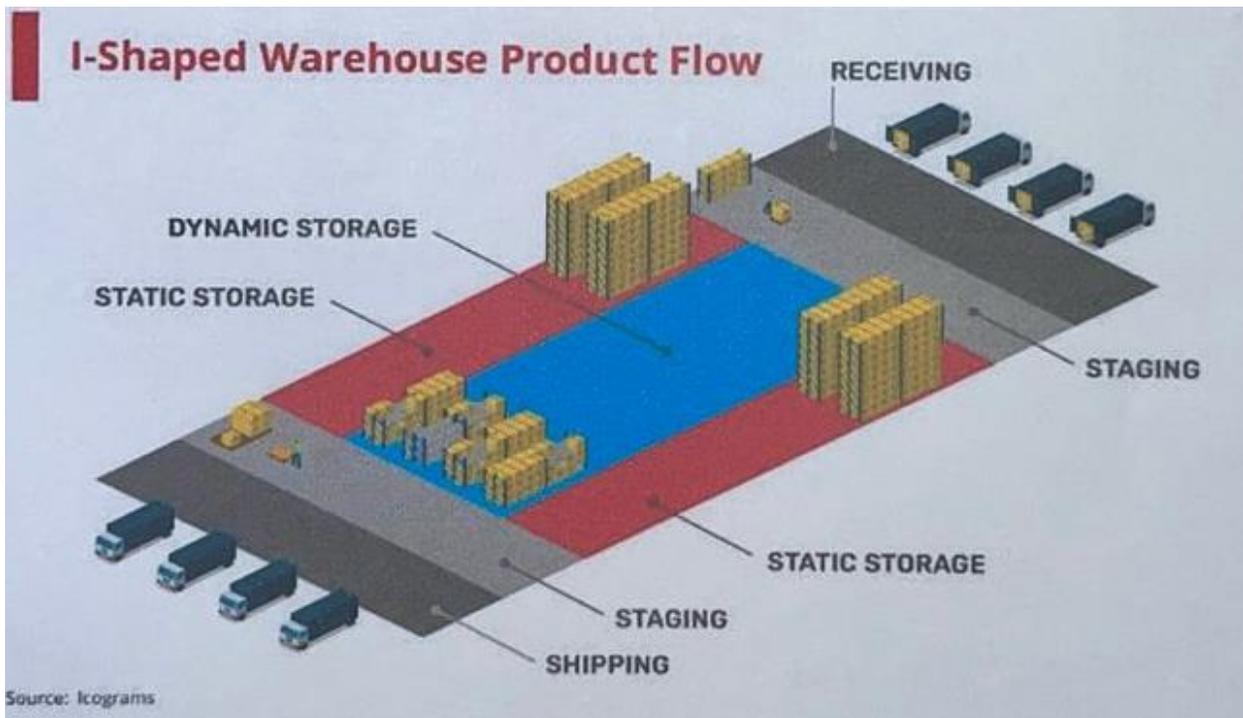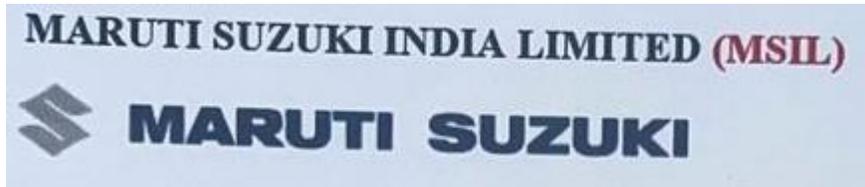
I-Shaped Warehouse Product Flow

Fig 12. I-shaped Warehouse Product Flow

CHAPTER 3

COMPANY PROFILE

MARUTI SUZUKI INDIA LIMITED (MSIL)

MARUTI SUZUKI

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

Facility	Locations	
Manufacturing Site	• Gurgaon (Haryana) • Manesar (Haryana)	
Research and Development Centre	• Rohtak (Haryana) • Gurgaon (Haryana)	
Head Office	• New Delhi	MSIL
Sales and Distributions Facilities	• Gurgaon (Haryana) • Manesar (Haryana) • Hansalpur (Gujarat)	
Stockyard	• Siliguri (West Bengal) • Bangaluru (Karnataka) • Nagpur (Maharashtra)	

Fig 13. Prime Minister Smt. Indira Gandhi, Future PM Mr. Rajiv Gandhi
& CEO of Suzuki Co. Mr Osamu Suzuki

Fig 14. Ambassador

Fig. 15 Premier

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.

Fig. 16 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.)

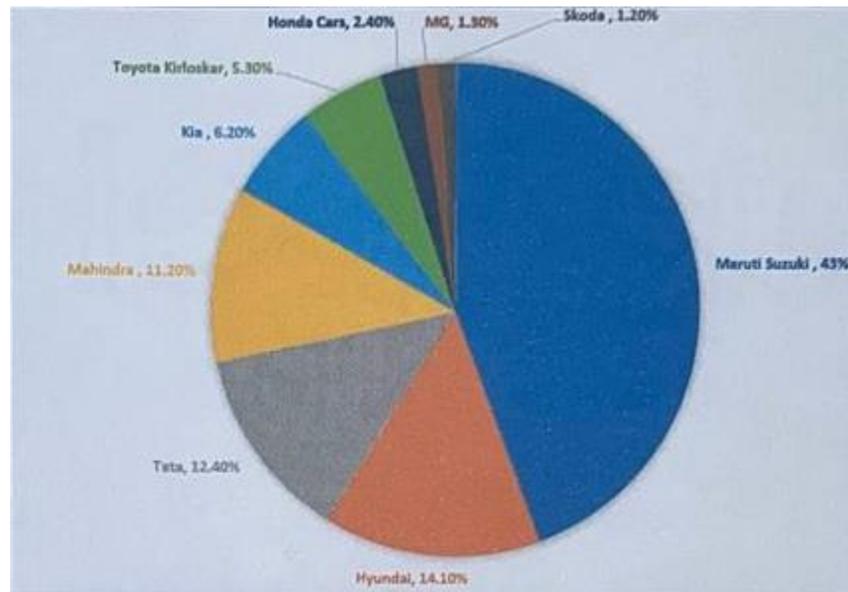The current Market Share of Maruti Suzuki India Limited is as follows below:

Fig 17. 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.

Fig 18. Highest-ever export sale of Maruti in 2022

MARUTI SUZUKI INDIA LIMITED WAREHOUSES
• GENUINE PARTS
• GENUINE 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.

1st	• DELHI-NCR
2nd	• UP, HARYANA
3rd	• MP,
4th	• KERALA,
5th	• GUJARAT
6th	• TAMILNADU
7th	• BIHAR
8th	• RPDC
9th	• NORTH EAST

Fig 19. Round wise allocation of area of India.

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 East
- **RPS1**: Regional Parts South
- **RPW1**: Regional Parts West
- **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.
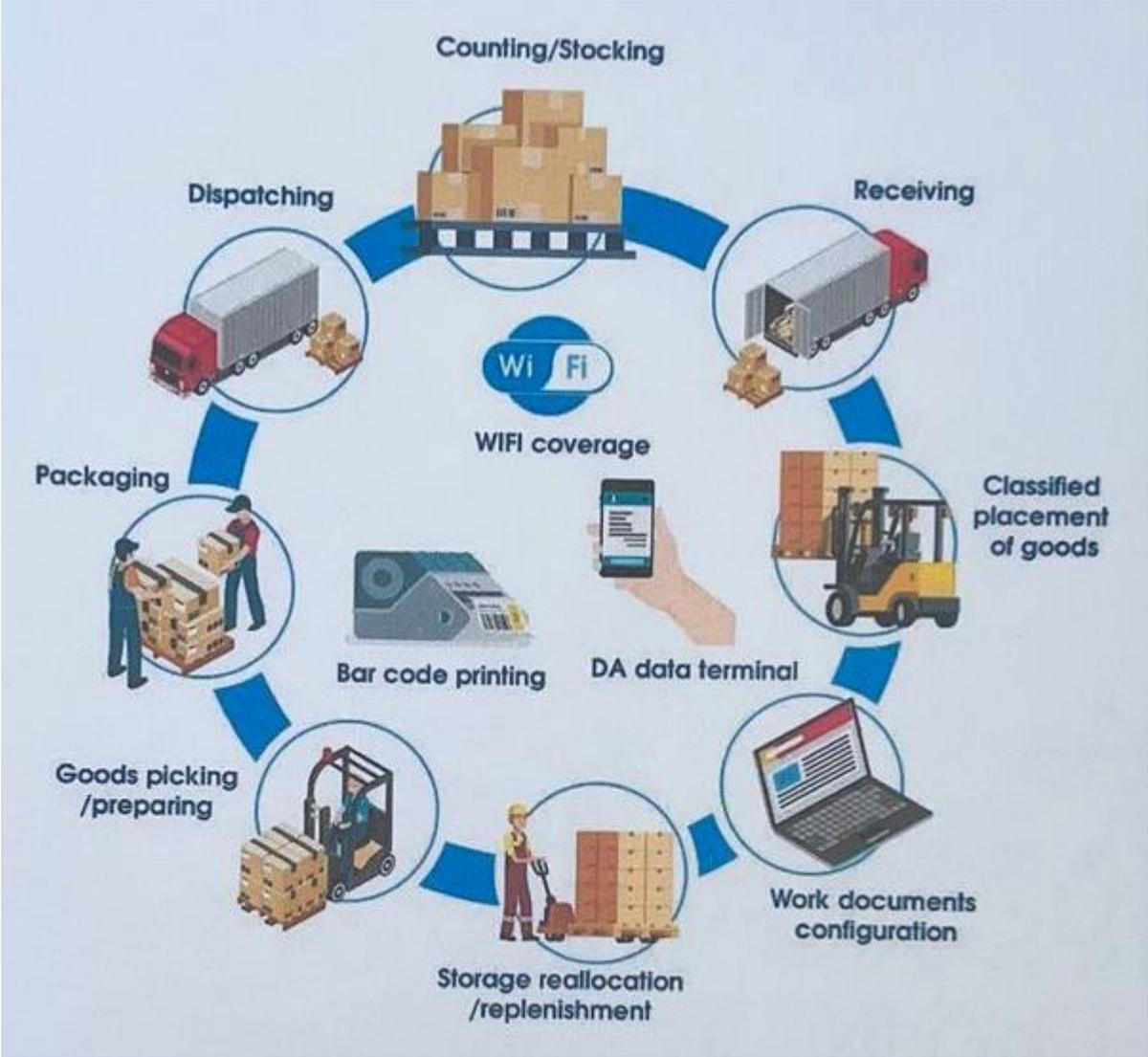
OPERATE AN INFORMATION SYSTEM.

Fig 20. Operate an information system

CHAPTER 4

LITERATURE REVIEW

The rapid development of digital technology has significantly transformed 21st-century business, enhancing competitiveness in marketing. Maintaining customer continuity is crucial in the digital era, where technology influences marketing through new products and processes, necessitating customer involvement to optimize competence (Perreault Jr. and McCarthy, 2022).

Green (2010) states that leveraging IT helps companies stay connected with customers, offering cost efficiency, flexibility, and resource optimization. Technology also enables global distribution of creations without traditional gatekeepers (Hennig-Thurau et al.,

2010). This article reviews CRM models from 2001 to 2024, focusing on improving efficiency, profitability, service quality, and customer satisfaction through a literature study of books, journals, and proceedings.

Customer Relationship Management (CRM) aims to enhance customer value and retention (Peppers and Rogers, 2011). Companies should strategically manage, improve, and sometimes terminate customer relationships (Lovelock and Wirtz, 2011). Swift

2001) suggests that organizations benefit from adopting a tailored CRM strategy consistently across their operations.

Payne and Frow's CRM model consists of five core processes: strategy development, value creation (strategic CRM), multi-channel integration (operational CRM), and information management (analytical CRM) (Payne and Frow, 2005)

The CRM Value Chain

The Francis Buttle CRM Value Chain model includes five main stages: customer portfolio analysis, customer intimacy, network development, value proposition development, and managing the customer lifecycle. Supported by leadership and culture, data and IT, people, and processes, these stages aim to create and deliver value propositions that

acquire and retain profitable customers, ensuring long-term, mutually beneficial relationships with key customers.

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CRM components encompass customer relationship management, sales force automation, and campaign management, all aimed at improving customer service, sales efficiency, and marketing effectiveness. However, the study suggests that while CRM adoption is satisfactory, there is underutilization of modern CRM tools like e-CRM, data mining, and web-based survey tools.

Key factors influencing CRM implementation include reliability, customization, customer attraction and retention, IT integration, responsiveness, customer orientation, and commitment from top management. The study concludes by recommending increased adoption of modern CRM tools and technologies to enhance CRM effectiveness, alongside fostering a supportive organizational culture and management commitment to CRM initiatives. (Umarani, R., Sathya Priya, T., Mahato, A. P., Shaikh, I. A. K., & Sumitha, K. (2022). A Literature Review on Customer Relationship Management. Specializes Udyam's / Special Education, 2022(1), 8448-8455.)

RESEARCH GAPS

Based on the provided content, some potential research gaps in the field of Customer Relationship Management (CRM) include:

Underutilization of Modern CRM Tools: Despite the acknowledgment of the importance of modern CRM tools like e-CRM, data mining, and web-based survey tools, there seems to be a gap in their adoption and utilization by businesses. Further research could explore the reasons behind this underutilization and propose strategies to encourage their adoption.

Customer Involvement in CRM Processes: The importance of customer involvement in optimizing competence is highlighted in the context of technology-driven marketing.

However, the specific mechanisms and strategies for effectively involving customers in CRM processes are not elaborated upon. Further research could explore innovative ways to engage customers in CRM activities and measure the impact on overall CRM effectiveness.

Tailored CRM Strategies: Swift (2022) suggests that organizations benefit from adopting tailored CRM strategies consistent across their operations. However, there is a lack of specific guidance on how companies can develop and implement such tailored strategies. Research could focus on identifying best practices for customizing CM• strategies to fit the unique needs and characteristics of different organizations.

Addressing these research gaps could contribute to a deeper understanding of CRM practices and their impact on businesses, ultimately leading to more effective CRM strategies and improved customer relationship management outcomes.

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 know about the customer satisfaction level and increase customer satisfaction level, and to know how they are getting exactly what they want.
- ➢ 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.

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.

This project focus on below points for achieving the objectives.

1. Objective of the study to address the gaps in poor satisfaction of south zone dealers and distributer, for the we have selected 100 high complain placers dealers and flout a questionnaire survey to all of them find out the root cause of poor performance of warehouses.

To study and understand various aspects of Customer relationship management at Maruti suzuki India limited, we discussed in compnay profile that how the warehouse web works and deals all operations.

4. To analyse the customer retention and love their work in warehouses a survey or 70 employees of warehouse was conducted and concluded in findings.

5.1 DATA COLLECTION

It refers to collection of information for 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 methods of collection of primary data:

collected by researcher directly from own observation and experience. There are many methods 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 broachers, 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 analyse the data Google form analyser is used.

CHAPTER 6

SURVEY RESULT AND INTERPRETATION

Survey 1: For identifying the Gap area in dispatching the warehouse material to the south zone of India.
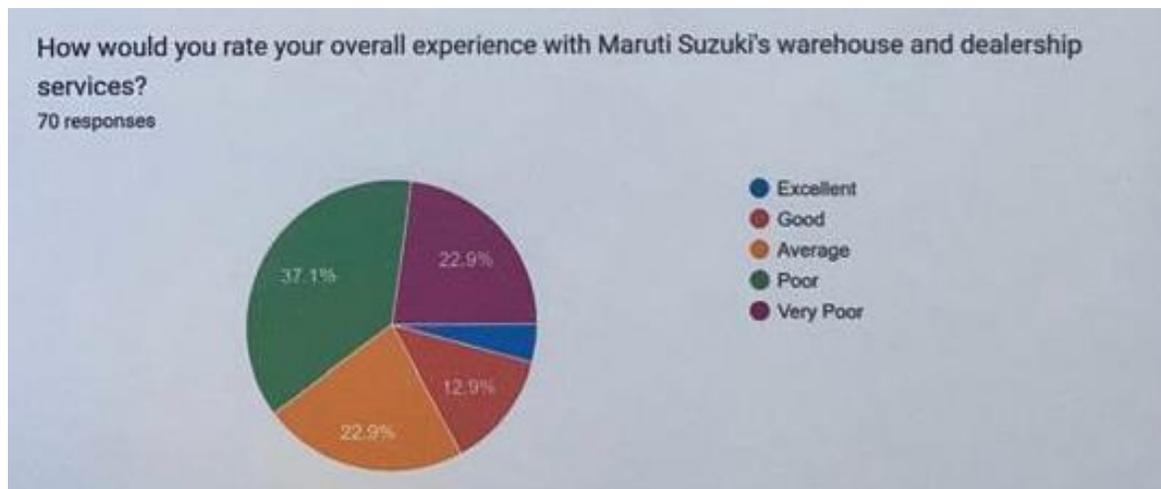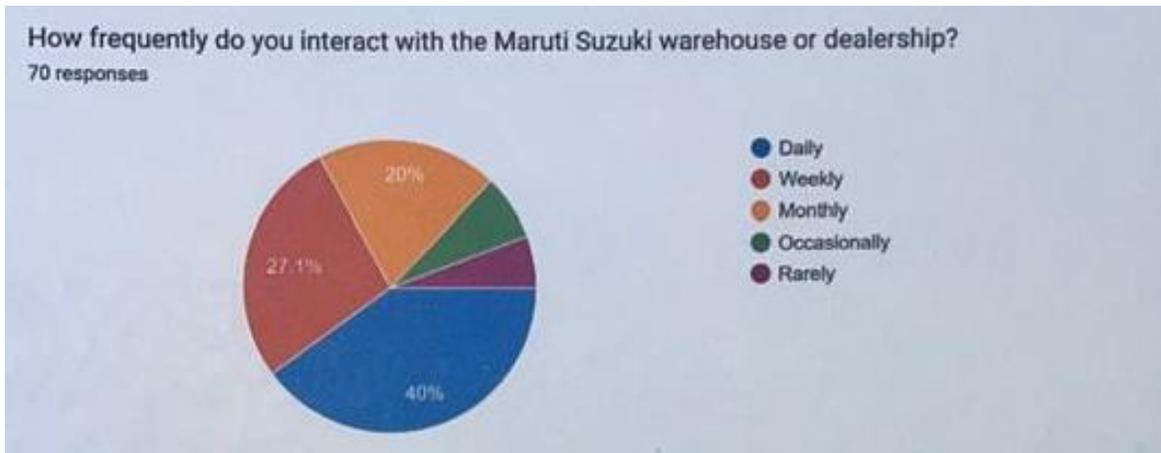
How frequently do you interact with the Maruti Suzuki warehouse or dealership?
70 responses

- Daily
- Weekly
- Monthly
- Occasionally
- Rarely

20%
27.1%
40%

How would you rate your overall experience with Maruti Suzuki's warehouse and dealership services?
70 responses

- Excellent
- Good
- Average
- Poor
- Very Poor

37.1%
22.9%
22.9%
12.9%

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

70 responses

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

27.1%
45.7%
11.4%
11.4%
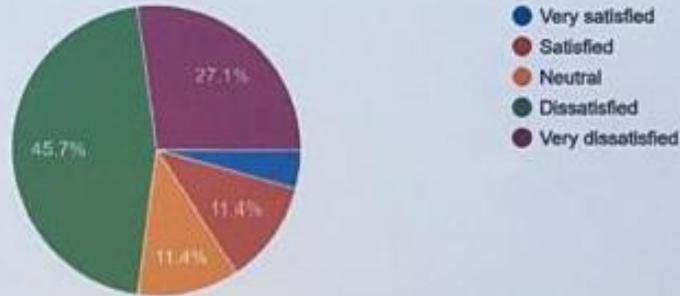
Have you ever experienced delays in receiving ordered parts or accessories from Maruti Suzuki?

70 responses

- Yes
- No
- Maybe

58.6%
14.3%
27.1%
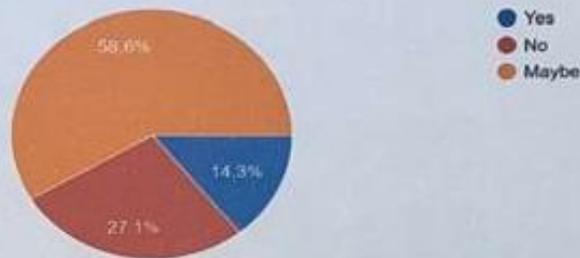
How would you rate the efficiency of the order fulfillment process at the warehouse or dealership?
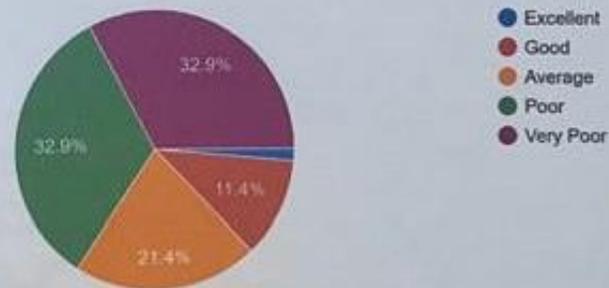
70 responses

- Excellent
- Good
- Average
- Poor
- Very Poor

32.9%
32.9%
11.4%
21.4%

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

70 responses

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

35.7%
35.7%
14.3%

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

69 responses

- Yes
- No
- Maybe

55.1%
27.5%
17.4%

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

70 responses

- Excellent
- Good
- Average
- Poor
- Very Poor

40%
28.6%
11.4%

43

How do you prefer to communicate with Maruti Suzuki's warehouse or dealership for inquiries or support? (Check all that apply)
70 responses
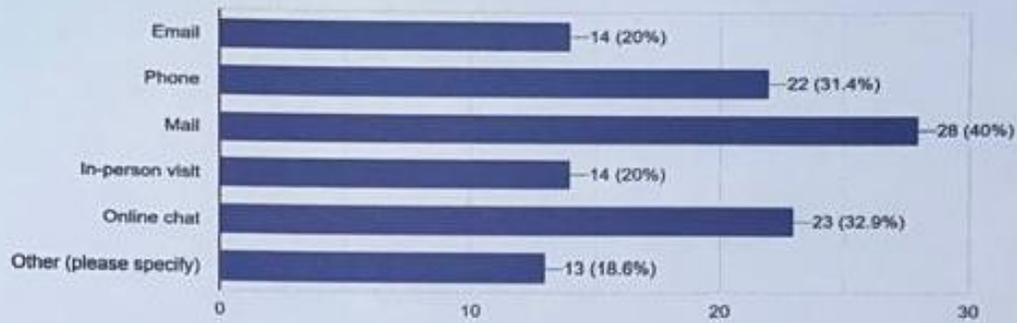
Email	14 (20%)
Phone	22 (31.4%)
Mail	28 (40%)
In-person visit	14 (20%)
Online chat	23 (32.9%)
Other (please specify)	13 (18.6%)

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

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

52.9%
22.9%
8.6%
12.9%
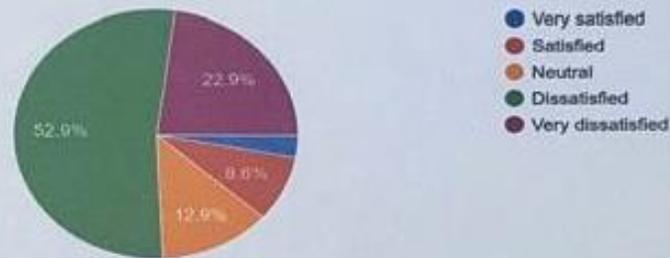
How likely are you to continue using Maruti Suzuki's warehouse or dealership services in the future?
70 responses

- Very likely
- Likely
- Neutral
- Unlikely
- Very unlikely

40%
31.4%
15.7%
10%
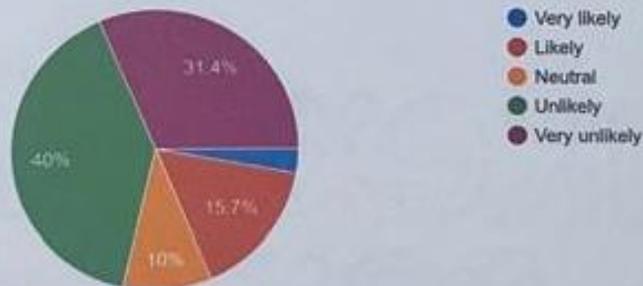
Interpretation

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
7. Suzuki's warehouse or dealership staff.
8. 56.1% of dealers face high challenges or issues during service or maintenance visits at the Maruti Suzuki dealership.
9. 40% of the dealer's timeliness of service and repairs conducted at the Maruti
10. Suzuki dealership.
11. 40% of dealers use Email for connecting with Maruti Staff of Warehouse.
12. 52.9 % dealers' responsiveness and effectiveness of communication with Maruti Suzuki's warehouse or dealership staff.
13. 40.5% of Dealers wouldn't continue using Maruti Suzuki's warehouse or dealership services in the future.

Survey 2: Employee relationship and engagement management.

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


Total Year Experience.
100 responses

- 0-2 Years
- 2-5 Years
- 5-10 Years
- More than 10 Years

48% / 8% / 23% / 21%

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

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15.2% / 11.1% / 51.5% / 16.2%
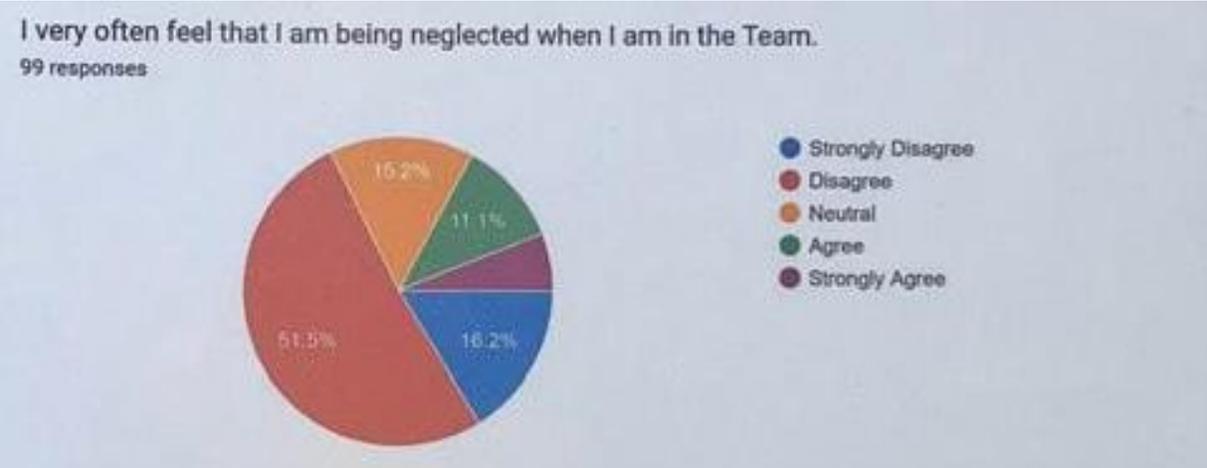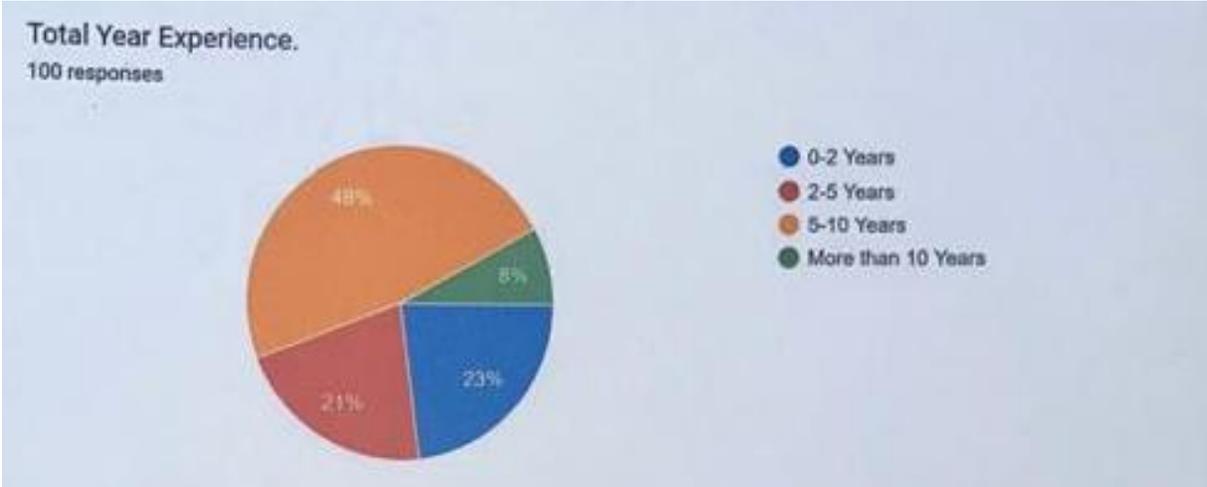
I don't have enough information that I need for my work.
99 responses

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

17.2%
16.2%
39.4%
21.2%
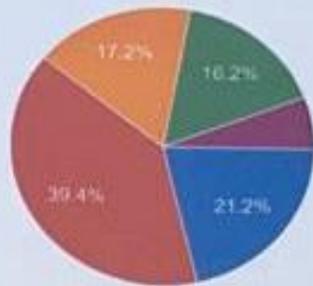
I feel that I have been work loaded with too many jobs.
99 responses

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

27.3%
20.2%
31.3%
16.2%
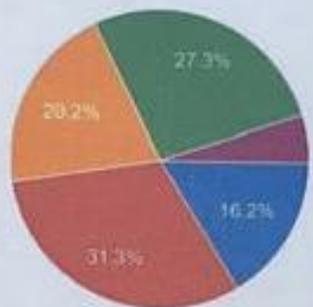
I find it extremely difficult to take decisions.
99 responses
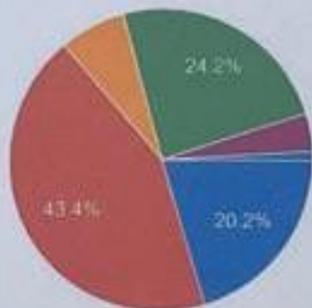
- Strongly Disagree
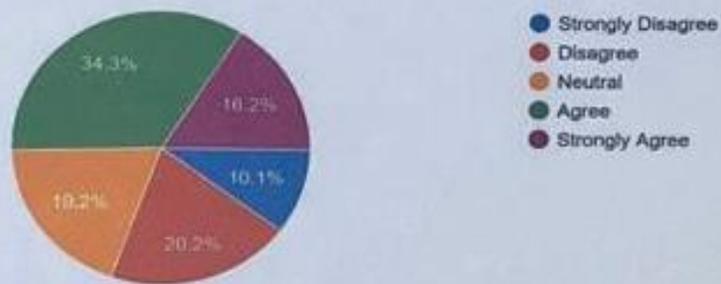- Disagree
- Neutral
- Agree
- Strongly Agree
- SOME TIME

24.2%
43.4%
20.2%

47

I love to take risks when stakes are high.
98 responses

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Values shown: 44.9%, 12.2%, 12.2%, 28.6%
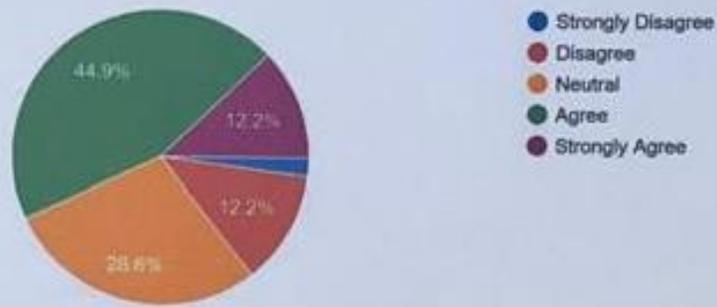
I sleep for 7-8 hours a day
99 responses

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Values shown: 34.3%, 16.2%, 10.1%, 20.2%, 19.2%

Do you become restless and can't keep stiff while working.
99 responses

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- not every day

Values shown: 30.3%, 27.3%, 30.3%

I proud to tell people where I work.
99 responses

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

32.3%
42.4%
18.2%

I feel myself to be the part of organization.
99 responses

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

26.3%
49.5%
15.2%
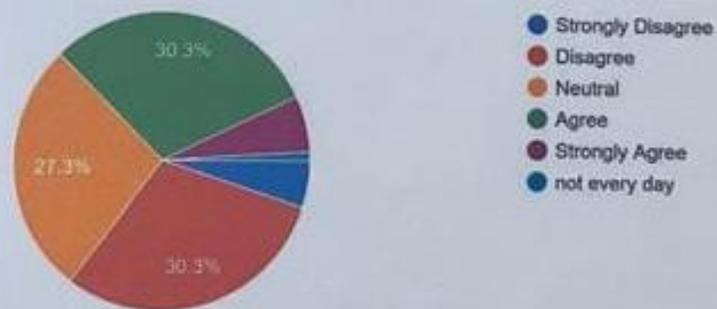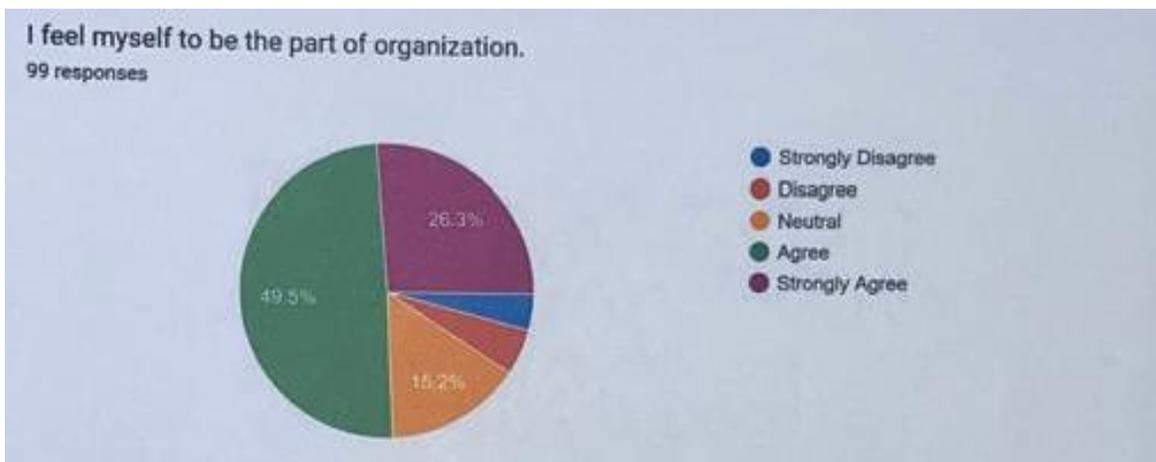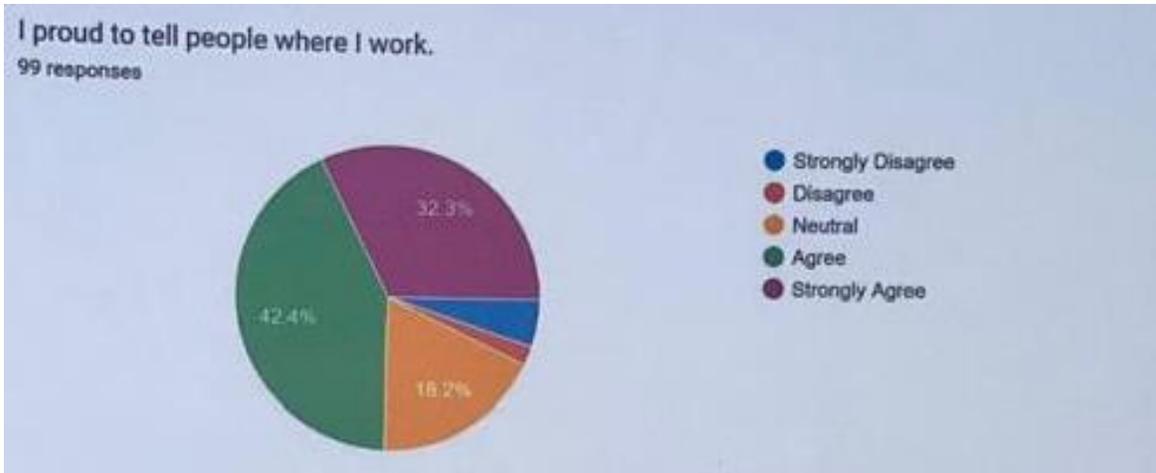
Interpretation: The employees of the WRHS-G Department are not satisfied with their work profile and always try to find ways to overcome the situation.

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.

CHAPTER 7

CONCLUSION

The implementation of an advanced Customer Relationship Management (CRM) system is crucial for businesses aiming to enhance customer relationships, drive sales growth, and improve overall customer satisfaction. The findings of this study underscore the importance of strategic CRM practices, such as product customization, regular communication, and delivering high-quality products, which significantly contribute to increased profitability and customer engagement.

However, the study also reveals gaps in the adoption of modern technological tools.

While traditional CRM methods like personal interviews and quantitative research remain in use, there is a notable underutilization of advanced technologies such as e-CRM, data mining, contact centers, and web-based survey tools. Embracing these modern tools is essential for leveraging the full potential of CRM systems, enabling more efficient data management, personalized customer interactions, and comprehensive analytics.

Furthermore, the effectiveness of CRM strategies is heavily influenced by internal factors such as the working environment, top management support, and coordination among departments. Ensuring strong leadership, fostering a collaborative culture, and maintaining robust data and IT infrastructure are critical for the successful implementation and operation of CRM systems.

In conclusion, while the current CRM practices in the industry show satisfactory involvement and positive outcomes, there is a clear need for embracing technological advancements to further enhance CRM capabilities. The ultimate goal of CRM is to build mutually beneficial, long-term relationships with strategically significant customers, and this can be best achieved through a balanced approach that combines strategic, operational, and analytical CRM processes.

CHAPTER 8

SUGGESTION

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

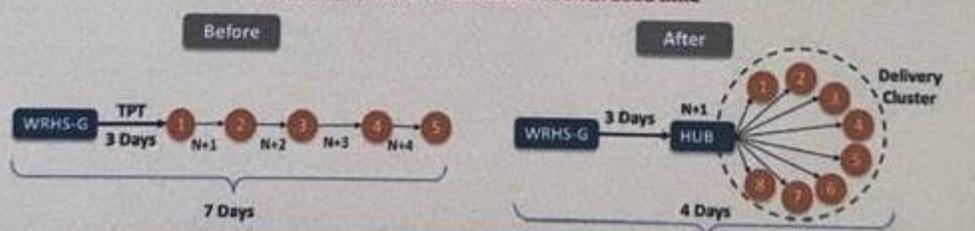**Parts & Accessories shipment commence on Hub and Spoke model**

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.
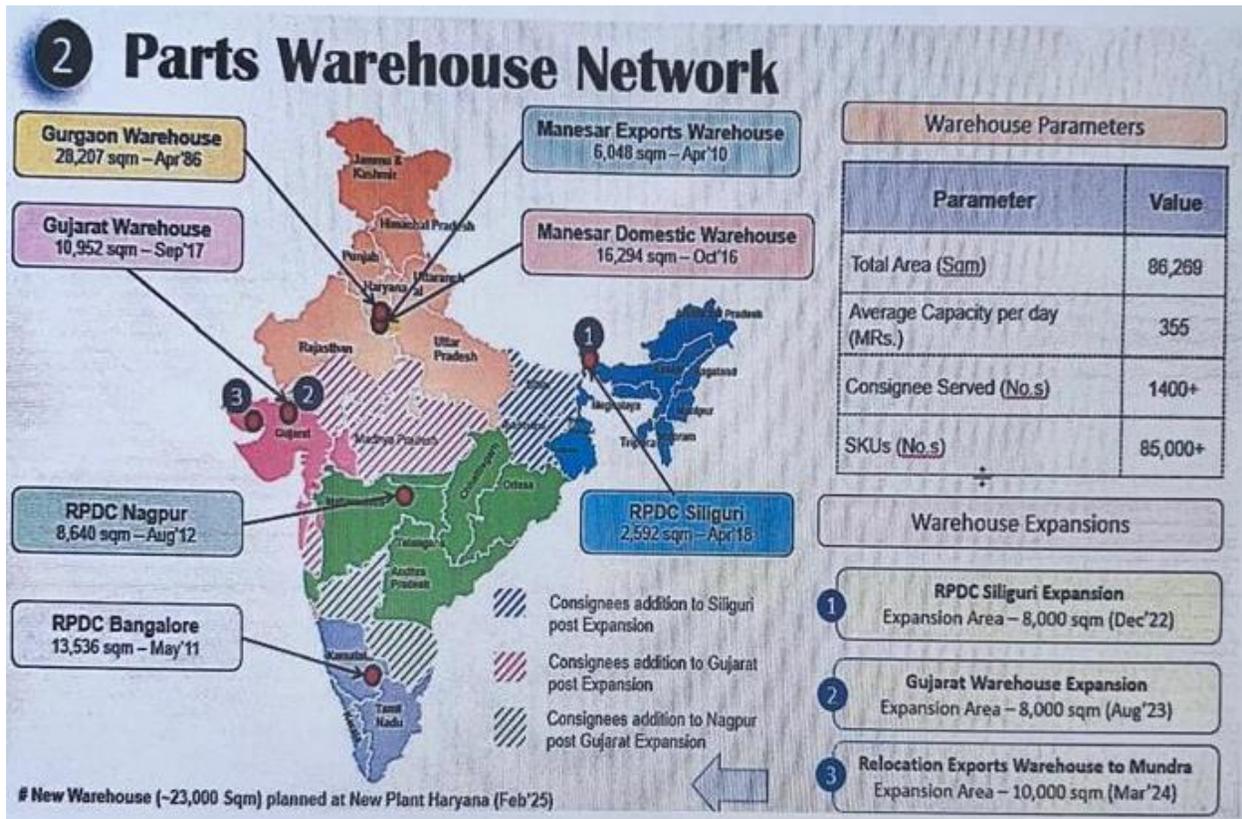- ➢ Assists in Achieving customer satisfaction.

2. Load Shifting and developing the uniform distribution of Load.
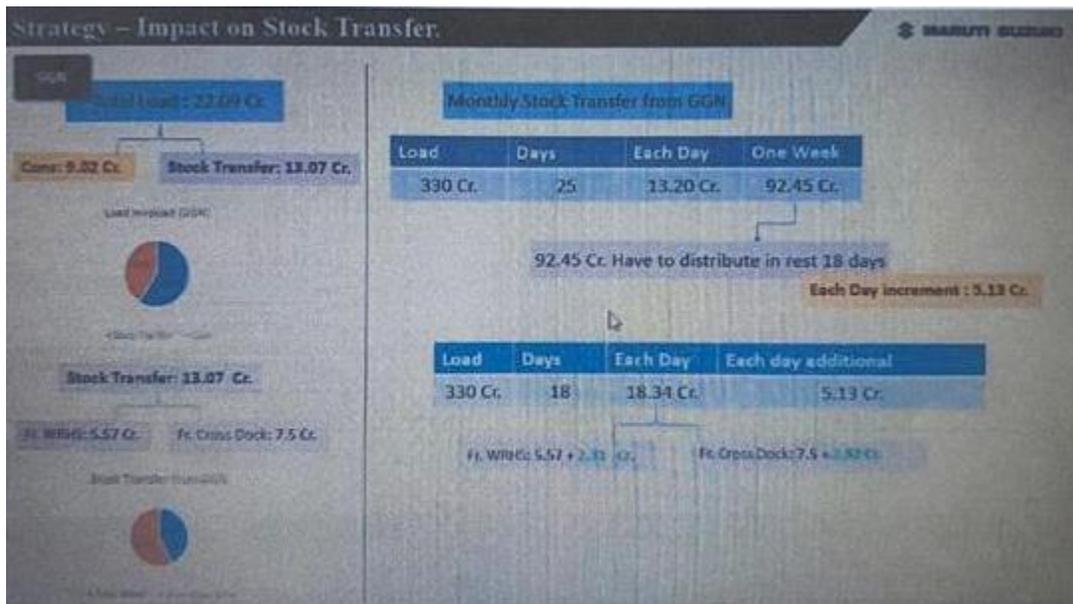
Key Points

• 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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Annexture 1

Customer Relationship Management Questionnaire for Maruti Suzuki Warehouse and Dealership.

Personal Information:

Q.1 Name
Q.2 Dealership Name:
Q.3 Location:

Experience with Maruti Suzuki Warehouse and Dealership:

4. How frequently do you interact with the Maruti Suzuki warehouse or dealership?
   o Daily
   o Weekly
   o Monthly
   o Occasionally
   o Rarely

5. How would you rate your overall experience with Maruti Suzuki's warehouse and dealership services?
   o Excellent
   o Good
   o Average
   o Poor
   o Very poor

Inventory Management and Order Fulfilment:

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

- o Satisfied
- o Neutral
- o Dissatisfied
- o Very dissatisfied

8. Have you ever experienced delays in receiving ordered parts or accessories from Maruti Suzuki?
- o Yes
- o No

9. How would you rate the efficiency of the order fulfilment process at the warehouse or dealership?
- o Excellent
- o Good
- o Average
- o Poor
- o Very poor

Service Experience:

10. How satisfied are you with the quality of service provided by Maruti Suzuki's warehouse or dealership staff?
- o Very satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Very dissatisfied

11. Have you faced any challenges or issues during service or maintenance visits at the Maruti Suzuki dealership?
- o Yes
- o No

12. How would you rate the timeliness of service and repairs conducted at the Maruti Suzuki dealership?
- o Excellent
- o Good
- o Average
- o Poor
- o Very poor

Communication and Support:

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

- o Phone
- o Email
- o In-person visit
- o Online chat
- o Other (please specify)

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

- o Very satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Very dissatisfied

Future Expectations:

15. What improvements or additions would you like to see in Maruti Suzuki's warehouse or dealership services?

_____

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

- o Very likely
- o Likely
- o Neutral
- o Unlikely
- o Very unlikely

Additional Comments:

17. Do you have any additional comments or suggestions regarding your experience with Maruti Suzuki's warehouse or dealership?