

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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EVALUATION OF CUSTOMER RELATIONSHIP MANAGEMENT IN APSRTC: A CASE STUDY OF EMPLOYEES OF GUNTUR DISTRICT

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ABSTRACT

Customer Relationship Management plays an important role in any organization. The concept is useful to understand the level of satisfaction of Employees and efforts made by all types of organizations to retain the employees. Transport Industry is not an exception to this. The transport industry is operating with both Government owned undertakings and private transport operators. Both employees and commuters are the important elements of transport sector. In this paper an attempt is made to present the views of employees on evaluation of satisfaction of employees towards and transport services of APSRTC in Guntur District.

KEYWORDS

customer relationship management, customer orientation, marketing orientation, relationship marketing.

1. INTRODUCTION

Today's leading companies have one common aspect i.e., holding a strong customer base and heavy commitment to marketing. These companies have a passion for satisfying customer needs in well-defined target markets. The aim of marketing is to build and manage profitable customer relationships. Marketing seeks to attract new customers by promoting superior value and to retain and grow current customers by delivering satisfaction. Marketing operates in a dynamic global environment that can quickly make yesterday's winning strategies obsolete. To continue success, companies must be strong market focused.

Marketing is used to create the customer, to retain the customer and to satisfy the customer. Customer as the focus of its activities, marketing management is one of the key elements of business management. The changes in marketing were due to mature markets and overcapacities during the past two decades. Companies shifted the focus from production to the customer in order to stay profitable.

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Customer Relationship Management (CRM) is one of the emerging concepts in modern marketing. The origin of CRM has its deep roots since 1956 in the form of segmenting the customers into discrete groups. Even though the concept of CRM emerged way back, it is only during the last fifteen years the concept of CRM had an important bearing on the business (Nairn, 2002). The emergence of CRM concept is due to the relationship marketing focus, specifically one-to-one marketing (Peppers & Rogers, 1993; Peppers et al., 1999) by the business firms and the market orientation by the business firms, i.e., collecting, analysing and disseminating huge quantum of customer information. These two important focuses helped in creation of CRM technology. The reasons for the speedy growth of CRM can be ascribed to the following:

- a) Cutthroat competition among the business firms for the valuable customers,
- b) Economies in retaining customers and getting life-time value from them and
- c) Technological breakthroughs (Buttle, 2004; Goodhue et al., 2002; Karimi et al., 2001; Ling & Yen, 2001; Winer, 2001).

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION: A PROFILE

Andhra Pradesh State Road Transport Corporation (APSRTC) is the First Nationalized bus transport undertaking in the country. It has its origin in June 1932, when it was established as "Nizam State Rail and Road Transport Department (NSR-RTD)". Andhra Pradesh State Road Transport Corporation (APSRTC) under the present name was established on 11th January 1958 in pursuance of the Road Transport Corporations Act 1950. It was a wing of Nizam State Railway in the erstwhile Hyderabad State, with 27 buses to 19,286 buses, 166 employees to 1,16,547, with 766 bus stations, 212 depots and 1,880 bus shelters as on 2006.

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION (APSRTC) AT GLANCE AS ON 31-10-2016

TABLE 1.1

1	Number of Vehicles including Hired (As on 31-10-2016)	11,912
2	Number of Employees (As on 31-10-2016)	57,651
3	Capital contribution from Govt. Sate & Centrl (Rs.Crs)	201.27
4	Number of Depots	127
5	Number of Zones	4
6	Number of Regions	12
7	Total Bus Stations (including 242 Mandal Bus Stations)	426
8	Number of Bus Shelters(including Janmabhoomi)	790
9	Average Daily Earnings (Rs in Lakhs)	1254.93
10	Average Daily Volume of Operation (Kms in Lakhs)	46.42
11	No. of Passengers Transported /day (Lakhs on Oct-2016)	69.75
12	Total No. of Routes (on Oct-2016)	3908
13	Villages Connected	14,123
14	Villages could not be Connected	3,669
15	Number of Depots Computerized	127
16	New Buses Addl. Augmentation	3
17	Buses allotted for Replacement	389

ABOUT GUNTUR DISTRICT

Guntur is a city in the Guntur district of the Indian state of Andhra Pradesh. It is a municipal corporation and the administrative headquarters for Guntur district. It is also the mandal headquarters of Guntur mandal in Guntur revenue division. The city is the second largest by area and third most populous in the state with a population of 743,354 and with an urban agglomeration population of 1,028,667. The city is situated on the plains and located 40 miles (64 km) to north of the Bay of Bengal. River Krishna is the main source of water for the city through channels and tributaries.

APSRTC organization Head Quarters are located at RTC House in Pandit Nehru Bus Station of Vijayawada. APSRTC is divided into Four Zones with twelve Regions. They are Nellore, Kadapa, Vijayawada and Vizianagaram. In Vijayawada Zone West Godavari, Krishna and Guntur Regions.

In Guntur Region two Divisions which are Guntur Division and Narasaraopt Dision. In Guntur Division 7 Depots which are Guntur-1, Guntur-2, Repalla, Tenali, Mangalagiri, Bapla and Ponnur. In the Narasaraopt Division 6 Depots which are Narasaraopt, Macherla, Chilakaluripet, Sattenapalli, Piduralla and Vinukonda.

APSRTC GLANCE OF GUNTUR REGION**TABLE 1.2**

1.	Total Depots	:	13
2.	Total Buses including Hire Buses	:	1089
3.	Average Daily volume of Operations (Kms)	:	4.77 Lakhs
4.	Average Daily Earnings	:	Rs.35 Lakhs
5.	No.of Passengers Passengers Transported Daily	:	6.53 Lakhs
6.	Total No. of Routes	:	352
7.	Total No. of Employees	:	6,212
8.	Bus facility available to Villages	:	653
9.	Bus facility not available to Villages	:	74

Source: Standing Board at APSRTC, Guntur Regional Managers Office

2. REVIEW OF LITERATURE**INSURANCE**

Robert E. Morgan (1993)¹ et al in their empirical study examined that in UK life insurance there exists significant difference in the implementation of relationship marketing at service encounter and standard bench level.

Abolghassem Asheri (2006)² found that the insurance companies are able to develop custom-design policies which may fit the individual needs of customers by making use of advancements III communication and information technology. These technological developments abled the insurance companies to access and process the customer information quickly and deliver the needed services to them. As customer retention is very important, issuing loyalty cards and digital cards to the health insured will save their time in hospital and they will be hospitalized quickly and finally will lead to their more satisfaction from the system.

BANKING

Patrick Amofah (2005)³ et al conducted a research on three Sweden banks regarding the CRM objectives, implementation strategies and initiatives undertaken. The study reveals that these three banks have considered customer identification, customer segmentation, customer interaction and customization as the important strategic initiatives. The important objectives stated by these banks are enhanced profitability, reduction in cost, customer retention and strategic impact objectives. These banks believe that these initiatives and objectives will improve the overall performance of the organization in long run.

PHARMA AND HOSPITALS

By taking pharmaceutical industry as an example L. Jean Harrison-Walker (2003)⁴ et al. suggested that in the light of salesperson defection companies can consider the "bridging strategies," which can be used as alternative relationship strategies between customers and their sales executives. These bridging strategies can be more effective in retaining customers in spite of salesperson defection.

Dr. K.Elangchezhian (2006)⁵ et al through their empirical research found that CRM 'practices resulted in improvement in occupancy of beds in the hospitals and also the revenue for patients. Unlike manufacturing and consumer service organizations, in health care sector, customer involvement in product design and development is very much negligible and the design and delivery of health care services has to be done by the expert health care professionals. This results in less motivation from the side of customers in participating in the process of relationship programmes.

TOURISM

Maryam Sotoudeh (2006)⁶ found that no significant difference in the CRM implementation factors according to "job position" and "customer relations perspective" in tourism SMEs. The study also felt that poor communication is the important barrier for CRM implementation. Also, internal problems like lack of specialized and skillful human resource or insufficient budget cause the obstacles for CRM implementation.

SOFTWARE SERVICES

Shruthi, V.K. (2011) et al⁷ observed that CRM practices of software service firms are more structured and organized. They do adopt formalized and intensified practices of account management to grow the account. From the point of view of Indian software service firms, CRM is a strategic tool which can be used to understand and profitably manage the customer relations.

TELECOMMUNICATIONS

Ronald Batenburg (2007)⁸ et al identified that there exists strong correlation between technology adoption of companies and its customer relationship management performance by experimenting with Caribbean telecommunications firm and a Dutch insurance company. The CRM adoption of a business can be identified with its business and information technology alignment framework.

¹ Robert E. Morgan, Sanjay Chadha (1993) "Relationship Marketing at the Service Encounter: The Case of Life Insurance", The Service Industries Journal, Volume 13, Issue 1, pages 112 - 125

² Abolghassem Asheri, (2006), "The impacts of it applications in Customer Satisfaction and costs decrease - Case Study of Asia Insurance Company in Iran", Department of Business Administration and Social Sciences, Lulea University of Technology

³ Patrick Amofah, (2005) "Objectives, Strategies and expected benefits of Customer Relationship Management", Social Science and Business Administration Programmes, Department of Business Administration and Social Sciences, Lulea University of Technology

⁴ L. Jean Harrison-Walker; John 1. Coppett (2003), "Building Bridges: The Company- Customer Relationship", Journal of Business to Business Marketing, Volume 10, Issue 4 November 2003, PP 49 - 72

⁵ Dr. K. Elangchezhian and D. Malmarugan (2006) "A study on Customer Relationship Practices in Hospitals", http://www.indianmba.com/Faculty_Column/FC14/fc14.html

⁶ Maryam Sotoudeh (2006), "Customer Relationship Management in the Tourism Industry in Iran", Department of Industrial Engineering, Tarbiat Modares University Faculty of Engineering

⁷Shruthi V.K. & Dr. T.S. Devaraja (2011), "Building customer relations through CRM - A framework of software services firms in Bangalore Cluster", Indian Journal of Marketing, Volume 41, Number 11, November 2011, pages 46-53

⁸ Ronald Batenburg and Johan Versendaal (2007), "Business/IT-alignment for customer relationship management: framework and case studies", International Journal of Electronic Customer Relationship Management, Volume 1, Number 3 / 2007, pages 258 - 268

EXPORTS

Catherine Phambuka (2011)⁹ made an attempt to suggest the African exporters in conducting effective foreign trade. His study indicates that relationship building can benefit the African exporters in information sharing, pace of innovation diffusion, reduction in costs and effective joint marketing decisions and actions, if it could build and maintain relationships with rest of the world.

3. METHODOLOGY**NATURE & SCOPE OF THE STUDY**

Reflecting the nature of the study following the glance the present study's frame of reference viz., product and service sectors "CRM objectives", the "Management of CRM "and finally, "how organisations evaluate the effectiveness of their CRM ". The three aspects are co-existing and thereby interdependent. The nature of the study is descriptive in nature.

The Scope of the study is limited to evaluation of Customer Relationship Management Practices in APSRTC with reference to Employees in Guntur District. The scope of the study is also restricted to the various issues relating to the planning, implementation of CRM practices in APSRTC.

OBJECTIVES OF THE STUDY

The broad objective of the study is to analyse the customer relationship management in APSRTC with reference to Guntur District.

The following are the specific objectives of the study.

1. To study the shift of relationship marketing from transactional marketing.
2. To present the conceptual framework relating to customer relationship management.
3. To analyse the CRM practices followed in APSRTC with special reference to Guntur District.
4. To elicit the views of Employees on CRM practices followed by APSRTC in Guntur District.
5. To offer findings, suggestions and conclusions of the study.

SAMPLE SIZE

The study was conducted within 13 APSRTC depot's of Guntur district, from among these depot's there are 6212 employees and 6.53 lakhs customers/ commuters / passengers travelled on an average per day.

The calculated size of sample for a population of 6212 employees with 5 percent i.e., 310 and the passenger/customers/commuters 6.53 lakhs with 0.1% i.e., 653. The researcher has taken as a sample size.

4. DATA ANALYSIS**TABLE 4.1: EXPERIENCE**

Experience (in years)	No. of Respondents	Percentage (%)
Below 10	09	3.00
11 – 20	43	14.00
21 – 30	236	76.00
More than 31	22	7.00
Total	310	100.00

The Information relating to experience of respondents is given in table 4.1. According to it nearly 76% of respondents are having are experience of between 21 – 30 years. The respondents whose experience is near than 31 years below 10 years are very less in number.

TABLE 4.2: DEPARTMENTS

Departments	No. of Respondents	Percentage (%)
Personnel	65	21.00
Accounts	16	05.00
Traffic	174	56.00
Mechanical	22	07.00
Others(Delivers &Contractors)	33	11.00
Total	310	100.00

The department wise data of respondents is given in Table 4.2 About 56% of the respondents are working in Traffic department and very few are working in Personnel, Accounts, Mechanical and other departments.

TABLE 4.3: DESIGNATION

Level	No. of Respondents	Percentage (%)
Top	09	3.00
Middle	22	7.00
Lower	279	90.00
Total	310	100.00

The Cadre / Designation wise data of respondents shown in table 4.3 about 90% of respondents are in lower category and very less number are in top and middle Categories.

TABLE 4.4: OPINION ARE RELEVANCY OF CRM TO APSRTC

Response	No. of Respondents	Percentage (%)
Yes	273	88.00
No	37	12.00
Total	310	100.00

The details of respondents according to opinion on the relevancy of CRM to APSRTC are shown in Table 4.4. According to it 88% of the respondents feel that CRM is relevant to APSRTC and 12% of the respondents feel that it is non-relevant to APSRTC.

⁹ Catherine Phambuka-Nsimbi (2011), "Relationship building as a marketing strategy: A conceptual guide for African Exporters", Indian Journal of Marketing, Volume 41, Number 8, August 2011, pages 3-10

TABLE 4.5: AGREEMENT WITH VIEWS OF CRM

Statement	5	4	3	2	1
a) Is necessary in the context of increasing competition.	21	10	-	-	-
b) Creates a favorable public image in the long run.	22	7	1	-	-
c) Helps in maintaining as a viable industry in the society.	18	12	-	-	-
d) Is very much essential as the expectations of the society from the APSRTC Services are increasing.	19	11	-	-	-
e) Is important in view of the globalization of the Indian Economy.	12	12	3	1	1
f) Gives more power to APSRTC to gain leadership	12	10	5	2	-
g) Is compulsory for the transport industry (APSRTC) as it is already equipped with necessary resources.	15	8	5	1	-
h) Is a moral responsibility of the transport Industry (APSRTC).	17	8	1	4	-
i) Effects efficiency and reduces the profits.	4	4	2	5	12
j) Cannot be obligatory.	4	3	3	10	8
k) Dilutes the primary economic objectives and effects economic performance.	7	4	1	11	6
l) Cannot be undertaken as the Executives/Officers lack perception and skill.	5	7	3	10	5
m) Is not the job of APSRTC as it is accountable to Government and general public	5	5	1	8	10
n) Is an undesirable exercise as many of the services are incurring losses.	5	5	-	8	11
o) It diverts attention from more important aspects of profits and employee welfare.	8	3	3	7	8
p) Is a voluntary activity and not the job of the Organization.	5	3	1	6	14

5-Strongly Agree; 4-Agree; 3-Uncertain; 2-Disagree; 1-Strongly Disagree

The details of agreement in the view of CRM are presented in table 4.5. According to it, majority of respondents have given positive response to the statements:

- Is necessary in the context of increasing competition.
- Creates a favorable public image in the long run.
- Helps in maintaining as viable industry in the society.
- Is very much essential as the expectations of the society are increasing.

However, for the negative statements about CRM, the majority of respondents disagree with them. The statements like

- Cannot be obligatory.

Diverts attention from more important aspects of profits and employee welfare.

TABLE 4.6: VIEWS AND ASPECTS OF CRM

Aspects	No. of Respondents	Percentage (%)
a) Retention of existing key Commuters in the APSRTC.	50	08.00
b) Acquisition of new Commuters.	44	07.00
c) Creation of complete Commuters database.	50	08.00
d) Provision of Help-line, Commuters call centres, Websites etc.	56	09.00
e) Decrease of general and marketing costs.	12	02.00
f) All the above.	408	66.00
Total	620	100.00

* Multiple answers are allowed

The information relating to views and aspects of CRM shown in Table 4.6. About 66% of the respondents have given positive response for all the above aspects like retention of existing key commuters, acquisition of few commuters, provision of helpline and other centres etc.

TABLE 4.7: IMPORTANT CRM OBJECTIVES

	Cost Saving Objectives	3	2	1
1	Decrease in Marketing Administrative costs	24	10	6
2	Reduction in Sales expenses	17	10	8
3	Increase in Employees Productivity	21	8	2
	Revenue Enhancing Objectives			
4	Ability to improve income.	24	8	-
5	Better Information for better Management	22	10	3
6	Secure Service.	22	9	3
	Strategic Impact Objectives			
7	Improved commuter satisfaction rate	29	7	-
8	Forecasting the global developments and implementing the same in APSRTC.	23	9	4
9	Improving the Channel Management to improve Services	22	7	2

3-Most important; 2-important; 1-least important

The details of important CRM objectives are presented as under. The objectives are divided into cost saving, revenue enhancing and strategic impact. In case of cost saving objectives, decrease in marketing administrative costs, in case of revenue enhancing objectives, better information for better management and in case of strategic impact objectives, it improves commuter satisfaction rate are considered as most important by the majority of respondents. The details are presented in Table 4.7.

TABLE 4.8: IMPLEMENTATION OF CRM IN APSRTC*

Statement	No. of Respondents	Percentage (%)
a) Different schemes through leaflets provided to the commuters.	292	73.00
b) Through e-marketing, tele-marketing, etc.	44	11.00
c) Through appropriate Ads in the Electronic, Print media.	36	09.00
d)* Any other method, please specify.	30	07.00
Total	402	100.00

* Multiple answers allowed

The opinion of respondents on implementation of CRM practices is furnished in Table 4.8. According to it 73% of the respondents expressed that the APSRTC is implementing CRM practices through different schemes and the information is provided through leaflets etc.

TABLE 4.9: STEPS TAKEN TO IMPLEMENT CRM

	YES		NO		TOTAL	
	N	%	N	%	N	%
a) The Organizational structure is suitably modified to implement the CRM activity.	140	45.00	170	55.00	310	100.00
b) Required training is given regarding the importance of CRM and the usefulness of its implementation.	242	78.00	68	22.00	310	100.00
c) Suitable technological changes are adopted in the APSRTC for proper implementation of CRM.	248	80.00	62	20.00	310	100.00
d) Required information is given to outside groups	214	69.00	96	31.00	310	100.00

The views of respondents on steps taken to implement CRM is presented in Table 4.9. According to it, the following are the steps taken to implement CRM practices in APSRTC.

- There are no changes in the Organizational structure.
- Required training is given regarding the importance of CRM and the usefulness of its implementation.
- Suitable technological changes are adopted in the APSRTC for proper implementation of CRM. Required information is given to outside groups.

TABLE 4.10: IMPORTANT ASPECTS IN IMPLEMENTATION OF CRM

	Statements	3	2	1
1	Defining CRM	44	08	-
2	Top Management Commitment	15	15	02
3	Staff Involvement	40	09	02
4	Integration of CRM Systems	32	13	04
5	Long-term view	30	08	02
6	Keep it simple	20	09	15
7	Outsourcing	20	09	13
	Total	201	71	38

3 – Most important, 2 – important and 1 – least important

The respondents are asked to give the important aspects in implementation of CRM. They have given the aspects utmost important

- Define CRM.
- Staff involvement.
- Integration of CRM systems.
- Long term view

Top management commitment was rated as important and most important. The following aspects were considered as least important.

- Keep it simple
- Out sourcing.

It is surprising to note that none of aspects except one was rated as important by the respondents.

The analysis is observed through Table 4.10.

TABLE 4.11: FACTORS INFLUENCING CRM IMPLEMENTATION

	Statements	3	2	1
1	Distribution channels' effectiveness	20	9	02
2	Utilizing agents, Brokers.	10	12	09
3	Designing CRM oriented web sites.	13	13	04
4	Intent of gaining competitive advantage.	23	05	02
5	Staff training and behaviors.	29	06	01
6	Idea of Commuters/Customer retention.	28	03	01
7	Acquainting Commuters/Customers with utilizing different Schemes and Services.	25	05	01
8	Idea of gaining new Commuters/Customers.	28	03	00
9	Services quality	29	04	03
10	Others Please specify.	10	07	05
	Total	215	67	28

3 – Most important, 2 – important and 1 – least important

The factors influencing CRM implementation are analyzing through Table 4.11. According to it almost all the factors are rated as most important by majority of respondents. The factors include

- Distribution channels' effectiveness.
- Designing CRM oriented web sites.
- Idea of commuters/customers retention.
- Idea of gaining new commuters/customers.

TABLE 4.12: IMPORTANT ARE THE FOLLOWING CRM INITIATIVES FOR YOUR ORGANIZATION

	Statements	3	2	1
1	Cross-selling and up-selling (Selling more schemes to the same Commuters / Customers)	25	32	8
2	Commuters/Customers retention.	65	10	0
3	Identifying key and profitable Commuters/Customers from your customer base.	70	14	6
4	Event-based marketing	65	6	9
	Total	225	62	23

3 – Most important, 2 – important and 1 – least important

The respondents asked to give weight age for the CRM initiatives of APSRTC three statements are considered as most important and one statement considered as important by respondents. The three statements are

- Commuters/Customers retention.
- Identifying key and profitable commuters/customers from your customer base.
- Event-based marketing.

The statement which is rated as important

- Cross-selling and up-selling (selling more schemes to the same commuters/ customers), The analysis available from Table 4.12.

TABLE 4.13: THE FOLLOWING VIEWS ARE TRUE IN RESPECT OF YOUR ORGANIZATION (APSRTC)

	YES		NO		TOTAL	
	N	%	N	%	N	%
a) Acceptance of CRM philosophy requires a change in the responsibility from former structure.	133	43	177	57	310	100
b) Requires a new or different criteria for performance evaluation of Employees.	174	56	136	44	310	100
c) Requires new or different information to be gathered which the Transportation Company would not usually require.	186	60	124	40	310	100
d) A change in technology is necessary to implement the activities of CRM.	239	75	71	23	310	100
e) Acceptance and implementation of CRM will adversely affect the Economic performance of transportation Industries.	130	42	180	58	310	100
f) A change in the attitudes of employees is necessary to implement CRM activities.	242	78	68	22	310	100
g) A change in the attitudes of Commuters/ Customers is necessary.	248	80	62	20	310	100

Views * Response Cross tabulation

	Response		Total
	Yes	No	
a) Acceptance of CRM philosophy requires a change in the responsibility from former structure.	133	177	310
b) Requires a new or different criteria for performance evaluation of Employees.	174	136	310
c) Requires new or different information to be gathered which the Transportation Company would not usually require.	186	124	310
d) A change in technology is necessary to implement the activities of CRM.	239	71	310
e) Acceptance and implementation of CRM will adversely affect the Economic performance of transportation Industries.	130	180	310
f) A change in the attitudes of employees is necessary to implement CRM activities	242	68	310
g) A change in the attitudes of Commuters/ Customers is necessary.	248	62	310
Total	1352	818	2170

The respondents are given few statements about changes required to implement CRM in respect of philosophy, change in the criteria for evaluation, new information to be gathered etc. The views are observed as under:

- Acceptance of CRM philosophy does not requires a change in the responsibility from former structure.
- Requires new or different criteria for performance evaluation of Employees.
- Requires new or different information to be gathered.
- A change in technology is necessary to implement the activities of CRM.
- Acceptance and implementation of CRM will not affect the performance of transportation Industries.
- A change in the attitudes of both commuters and employees is necessary.

TABLE 4.14: RATING OF IDEA OF CRM IN APSRTC

	Statements	3	2	1
1	Recognizing the need for CRM.	48	10	4
2	Communicating the need among Employees.	32	28	2
3	Communicating CRM to Commuters/Customers.	32	24	6
4	Preparing policies of CRM.	30	30	2
5	Implementing CRM	32	24	6
	Total	174	116	20

3 – Most important, 2 – important and 1 – least important

The respondents are asked to give rating of the idea of CRM in APSRTC is furnished in Table 4.14. The majority of respondents have rated all the five ideas as most important. They are

- Recognizing the need for CRM
- Communicating the need among Employees.
- Communicating CRM to commuters/customers.
- Preparing policies of CRM.
- Implementing CRM.

TABLE 4.15: VIEWS ON CUSTOMERS ATTITUDE IN APSRTC

	Statements	Most important		Least important	
		N	%	N	%
1	Unfavorable nature of the Commuters/Customers	186	60.00	124	40.00
2	Failure to follow procedures	211	68.00	99	32.00
3	Always demanding quick delivery through short-cut Procedures even during busy hours.	217	70.00	93	30.00
4	Not empathetic	180	58.00	130	42.00
5	Not receptive to change	192	62.00	118	38.00

The information relating to the views of respondents on customer’s attitude which is presented in Table 4.15 reveals the following. The respondents are given few statements and two options i.e., Most important and Least important options are given to them.

1. Unfavorable nature of the Commuters/ Customers
2. Failure to follow procedures
3. Always demanding quick delivery through short-cut Procedures even during busy hours.
4. Not empathetic
5. Not receptive to change

All the above statements are considered as most important by the majority of respondents.

FINDINGS RELATED TO STUDY OF EMPLOYEES

1. From the profile of the respondents, it is evident that majority of the respondents are male, having an average experience of 21-30 years.
2. The observation relating to departments and their designations reveals that the majority of respondents are from traffic department and belongs to the lower cadre.
3. The CRM concept is very much relevant to APSRTC as it is a public transport provider, as was observed by majority of respondents.
4. The majority of respondents are of the view that CRM is necessary in the context of increasing competition, and is also very much essential as the expectation of the society are increasing. However, few negative arguments are also endorsed by the respondents which are not considerable.

5. It was also observed that, the CRM includes all aspects like, retention of existing commuters, acquisition of new commuters, provision of on-line services, and decrease of all related costs.
6. The important CRM objectives include, cost saving, revenue enhancing, and strategic impact objectives which are recognised as important objectives, by majority of respondents who participated in this study.
7. A CRM plan has been prepared and is being communicated to employees also which is clear from the analysis of the respondents.
8. It also observed that CRM plan is also communicated to commuters through pamphlets, brochures, adds in bus-stations etc.
9. The APSRTC has been using a variety of ways to implement the CRM practices they include leaflets, e-marketing, electronic and print media.
10. The attention to the issue of CRM is mostly centred in internal news magazines and annual reports. It is also understood that the issue of CRM is not known to many others.
11. It can be concluded that required training is given regarding the importance of CRM and the usefulness of its implementation. The suitable technological changes are also planned to implement CRM practices in APSRTC.
12. From the analysis of the important aspects in implementation of CRM it was observed that the important aspects are involvement of the staff and integration of CRM systems.

SUGGESTIONS

1. **Extend up to Collaborative CRM:** The APSRTC is not exploring the benefits of collaborative CRM. The APSRTC failed to integrate their business operations with intermediaries, business partners and other external agencies. If the business integration can get their services timely and conveniently.
2. **Information of Cancellation of Services:** The APSRTC is not maintaining about cancellation of services which is affected a bad image on APSRTC. In modern way the APSRTC to adopt the technology for better services relating to the status about cancellation services and other information.
3. **Updating of Information of new schemes/renewal of old schemes:** APSRTC has provided no. of schemes relating to CAT CARDS, VANITHA FAMILY CARDS, VIHARI CARD, SILVER CARDS etc., for customers/commuters. But APSRTC has not to inform for renewal and their exact status and to overcome the problem by maintaining the database.
4. **Publicity Materials:** Treating advertisers as privileged customers – exploit various advertising options. Improving aesthetics of bus stops & installing 'Instant snack machines' at key areas. Recommendations to increase Revenue APSRTC should therefore provide a comfortable travel experience to its customers who will result in more customers using state transport and thereby increasing revenues.
5. **Customer Relationship Councilors (CRC):** APSRTC has appointed Customer Relationship Councilors (CRC) and design their duties and responsibilities for improve the revenue. The CRC 's regularly to visit the villages at their Depot's jurisdictions, to meet the village heads and explain different schemes implemented by APSRTC and benefits. Explain the APSRTC faces threat from it's in the private sector operating illegal buses on nationalized routes, also ply jeeps, taxis, medium-sized vehicles and seven seaters.
6. **Effective Implementation of CRM Team:** An effective Customer Relationship Management appears to be the only Strategy for continuation and survival of APSRTC. APSRTC would have to change over from routine management of operations to providing CRM orientation to its revenue and expense activities. Survey of customer satisfaction in APSRTC points out that there is a need to bring about fundamental change in the attitudes of management and employees. To generate a higher revenue stream for APSRTC – elements to drive CRM must be put in place.
7. **Improve External Relationship for savings:** Dimensions of CRM for APSRTC Revenue related Customer Relationship Passengers Cargo/Goods Advertisement Estate Revenue Scrap Grants (State govt./Central govt.) Subsidies (State govt.) Financial institutions Capital Markets Expenditure related Customer Relationship - HSD Oil, Lubricants - Tyres - Spare parts - Maintenance - Contractors Net Revenue Levers Occupancy Ratio - Operating Staff Gross income - External Relationship Management Other income.
8. Recommendations to reduce Expenditure and Cost Improve operational efficiency with respect to customer needs. Concentrate on route rationalization to increase vehicle utilization /Km, occupancy and reduce bus-staff ratio. Encourage use of technology to project bus services linking various places & informing the customers regarding cancellations / new routes / special fares etc. thereby discouraging customers to shift to private operators reducing cost of acquiring new customers.
9. **Improve Occupancy Ratio (OR)/Revenue and Bus services:** The steps include Punctuality & maintaining schedules as per customer's needs. Willingness of employees to help. Responding to written & verbal complaints. Action to be taken on customer's feedback and loyalty programmes to be effectively used to retain existing customers. Caring and individualized attention of employees to customers. Superior physical infrastructure – Ambience, cleanliness, technology & advertising. Improvement in Quality of Services etc.

CONCLUSION

CRM play an important role in modern business organizations. This is also a very much essential for service sectors. APSRTC being a leading transport provider should take up necessary steps to improve its CRM practices. The new state of Andhra Pradesh (AP) offers wider opportunities to expand its business in the 13 districts. A proper planning and implementation of CRM practices will go a long way in reducing the losses and improve its profitability over the next few decades to come.

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