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A STUDY OF CREATION OF INNOVATION AND INCREASING SERVICE QUALITY IN COURIER INDUSTRY OF INDIA BY APPLYING MCRM TOOLS AND APPLICATIONS

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ABSTRACT

Customer expectations play a vital role in evaluating quality and performance of service. Courier Industry of India is facing severe challenges from Internet enabled tools like electronic mails and there is need to explore new methods to ensure its survival. The purpose of our study was to reveal the expectations of the customers from the courier service providers and to create innovation and increase service quality by applying mCRM applications. The parsimonious 24-item five-dimensional scale consisting of SERVQUAL variables of physical attributes, reliability, personal interaction, problem solving and, policy were used to analyze the customer perceptions. The findings exhibit a close interdependence and correlation of all the factors used in the SERVQUAL variables. It illustrates the ability to use mCRM as a useful managerial tool to build customer relationships in courier services in India.

KEYWORDS

Courier Service, Service quality, mCRM, customer loyalty.

INTRODUCTION

The role of customer relationship cannot be underestimated for building customer loyalty. The organizations which are able to comprehend the strategic advantage of technology alignment are able to reap the fruits of profitability. High service quality is often an important determinant of success in service industry. Customer expects a consistent, reliable service. Modern marketing strategies have focused on incorporating relationship approach towards the customer (Jackson, 1985; Dwyer and Shurr, 1987; Gronroos, 1994) and keeping them satisfied as the profitability of the organization is contributed by them (Nguyen et al., 2007). Customer knowledge is a prerequisite for a successful relationship management program (Gruen, 1997; Campbell, 2003) and enhancing value (Brady 2000). The relationship approach implies developing relationships with the customers and other stakeholders (Ballantyne, 1994; Gronroos, 2000). The elements for improving customer satisfaction include creating a culture of trust and commitment amongst the service personnel. Gummesson, (2001) posits that an important component in CRM is 'h' implying, the human aspect in the service transactions. The use of technology should enable employees in improving the services. Larson and Sasser (2000) suggest that satisfied employees are important elements for transmitting trust amongst customers leading to customer loyalty and profitability. Successful relationship endeavors should entail attracting the profitable customers, retaining them and eliminating the unprofitable customers (Dowling and Uncles, 1997; Romano and Fjermestad 2001-2002). A service model focusing on quality is the one enhancing customer value. The research focuses on unearthing the implications of adopting mCRM courier service industry. The Courier industry in India has witnessed a significant change in the recent years. Indian customers were dependent only on the government postal services, however with multinational companies making a foray into courier services. There has been a dramatic change from the traditional transaction model (Xu et al. 2002) to a more participative model in marketing. The goal of CRM strategies is to acquire knowledge about the customers for developing loyalty (Gebert et al. 2003). Mobile medium has grown in popularity and is used for customer transactions (Arnbjerg, 2004). It was identified in a preliminary research that the Courier service providers were using eCRM and mCRM for providing services. A questionnaire was administered on the customers' to comprehend expectations about the services offered by courier companies. The first section of the paper examines the implications of using eCRM and mCRM in services. The second section, deals with the research methodology to measure the technology usage and customer service in Indian courier industry. The SERVQUAL scale was used for identifying the critical components in courier services. The third section is the findings and analysis, and the fourth section examines the managerial implications and suggestions to the service providers.

LITERATURE REVIEW

Many companies are using technology as a tool for building relationships with their customers and employees. This would lead to increased customer satisfaction and customer loyalty (Kalakota and Robinson, 2001; Shani and Chalasani, 1992) and creating knowledge repositories (Weck, 2006). It becomes necessary to develop strategies which enable organizations to retain customers and provide them with a "phenomenal experience". Liu et al. (2005) posit that a collaborative system facilitates improved information flow leading to organizational learning (Lin and Wu, 2007). Relationship management leads to organizational learning, wherein customers' experiences are used for improving quality. "CRM extends the concept of selling from a discrete act performed by a salesperson to a continual process involving every person in the company" (Tuck, 1998). The marketing plan should include benefits attained through CRM to provide networks for building collaborations with customers (Gummesson, 2004). This difference in approach means looking at customer databases not as customers as large but as individuals who have specific requirements.

Research in CRM is addressed towards understanding its strategic implications for enhancing performance. Smith (2006) has discussed CRM as being strategic asset. The knowledge regarding the customer is vital for organization in designing its CRM strategy. If the marketing programs are designed to improve the interactions with the customers, organizations will be able to build its competitive strategy through knowledge and relationship marketing (Tzokas and Saren 2002). Technology has made various options available to the companies. Fickel (1999) speaks of CRM as being an application which links the various functions of organization with customer 'touch-points' and improving the relationship with customer (Leverin and Liljander 2006).

However, some organizations consider CRM as a tool designed for one-to-one customer interactions (Peppers and Rogers, 1999; Thomas and Sullivan, 2005; Payne and Frow, 2005) and for a differentiated marketing (Park and Kim, 2003). The usage of technology has fundamentally changed the way companies interact with their customer (Parasuraman and Zinkhan, 2002). Kim and Hawamdeh (2008) have stressed the importance of using Internet technology for leveraging customer knowledge. As each customer has unique needs, they should be treated on an individual basis (Boulding et. al. 2005). Thus technology should be used for providing customized services to the customers which makes them feel important and a part of the organization.

Winn (2002) discusses how technology has been used by Federal Express for efficient customer service—for improving the quality of their internal systems, the speed of their processes, integrate their internal planning and, to enhance the quality of their customer service. Due to exponential growth in the domain of wireless communication; Internet has grown to dominate the marketing strategies. Andrew (2001) suggests use of mCRM in retaining customers. The customer

seeks transactions with the organization enabling access to relevant information regarding products and services (Aungst and Wilson, 2005). "The Internet and email establish a new information network infrastructure that can be much more interactive than the long existing telecom infrastructure, especially with the gradual merger of text, voice, image, data and mobility" (Gummeson, 2004). The problem with Internet is that it is not widely accessible whereas mobile technology has proliferated into the vast customer groups. Hansmann et al. (2001) view mCRM as a successor to computer-centric technology. Research conducted by Chan and Lam (2004) has examined the differences in the features of eCRM and mCRM from the customer's perspective. eCRM is not only technology (Rigby et al., 2002), and uses marketing strategies through web-based technologies for reaching to the customers. eCRM involves people, processes and technologies (Rosen, 2001) enabling organizations' in developing personalized services by facilitating creation of behavior-based customer profiles (Scullin et al., 2004). Every time the customer sends his request, the eCRM software would identify the customer and pull out relevant data pertaining to his request.

Internet proliferation is high and growing steadily in India, its use is comparatively less than mobile user levels. Mobile ownerships are not restricted to access to Internet or literacy. Camponovo et al. (2005) define mCRM as a strategy for nurturing customer relationships by using wireless medium. With technology making drastic inroads in business, mobile communications is setting new rules for doing business (Raisinghani, 2002). It is perceived as a new strategy which establishes an interface with customers. Mobile commerce is seen as the application of mobile technologies to improve the processes and increase the market share (Lehner 2003, and Zobel 2001). It is the adoption and application of mobile technologies in order to support CRM functions (Schierholz, et al., 2007). The mCRM technologies are used for improving marketing, customer services and sales force automation (Balasubramanian et al., 2002; Reichold et al., 2003 Turowski and Pousttchi, 2003; BenMoussa, 2004).

India has a large population of mobile users reporting 13.45 million subscribers in February, 2009 (TRAI in Economic Times, 2009). It is rapidly becoming one of the leading countries with high mobile penetration so the scope of using mobile for customer transaction and service delivery become relevant and cost effective. In courier industry, where the customers are not necessarily educated, but have access to mobile, use of mCRM becomes a strategic tool. Zetie (2002) suggests that successful mCRM strategy should be able to provide accurate identification to business values, link it with mobile services, analyze the desired level of strategic choice of IT devices, and set of policy frameworks. A good service is backed by a diligent attention to customer needs. To measure the customer quality expectations the standard SERVQUAL scale (Parasuraman, Zeithmal, and Berry 1998) was used for the Indian courier services.

RESEARCH METHODOLOGY

The purpose of the research was to understand the customer perception and expectation levels in courier service in India on the service quality and the technology usage dimensions. The SERVQUAL scale was adapted for measuring the customer satisfaction and expectation levels. Through initial personal interviews the identification of the expectations of the customers was done. This was in line with the suggestion of Glissmann et al. (2005) that a requirements analysis helps in understanding the expectations of the mobile users, and personalization can be done. The parameters identified under the SERVQUAL were based upon the preliminary research. The research comprised of a survey conducted on a sample of 150 people in four cities of India. This was done to get a sample having different perceptions regarding IT usage in courier industry, as service levels vary in India. The basic idea was to fathom the parameters of quality and suggest mCRM model for improving quality and building relationship. Only 75 questionnaires could be used for the final analysis, as many were incomplete and not returned.

SURVEY INSTRUMENT

A closed-ended questionnaire was designed using the SERVQUAL variables. The questionnaire consisted of 24 items. Each service quality item was rated using a 5-point Likert scale, ranging from "Strongly Disagree (1)" to "Strongly Agree (5)". The five variables of SERVQUAL considered are described as:

1. **Physical Aspect:** includes the physical attributes of the premise (condition of the building, cleanliness, lighting, and aesthetics), equipments, personnel (attitude, ability to use the equipment, communication), and visuals (posters, flyers, bulletin boards).
2. **Reliability:** measured the feeling of confidence the customers felt after using a service.
3. **Problem Solving:** measured the importance of the qualification, accessibility, courtesy, access to information, and ability to use equipments by the employees for rendering services to users.
4. **Personal Interaction:** Willingness to help customers, provide prompt service, give personal attention to customers.
5. **Policy:** measured the importance of company's policy for providing special offers, discounts and facilitating in payments through different modes.

The research framework was designed after conducting a preliminary test and identifying the basic service components which are attributed by customers as being important. The pre-test was conducted on a sample of 50 respondents, and their inputs were taken up for framing the quality dimensions of the courier industry.

RESEARCH FRAMEWORK

ANALYSIS

Sample of 150 people was selected from four different cities in India. Out of 75 usable questionnaires, 61 respondents were males and 17 females. The Correlation between the various parameters was calculated to ascertain the degree of interrelationships existing between them.

TABLE 1: CORRELATION BETWEEN PERSONAL INTERACTION AND POLICY

Responses	Personal Interaction(X)	Policy(Y)	X*Y	X ²	Y ²
Strongly Disagree	32	10	320	1024	100
Disagree somewhat	142	39	5538	20164	9261
Neutral	54	16	864	2916	256
Agree somewhat	426	282	120132	181476	79524
Strongly agree	21	32	672	441	1024
Total	ΣX= 675	ΣY= 379	ΣXY=127526	ΣX²=206021	ΣY²=90165
	ΣX/N=135	ΣY/N=75.8	ΣXY/N=25505.2	ΣX²/N=41204.2	ΣY²/N=18033

$$r = (25505.2 - (135 * 75.8)) / \text{Sqrt}((41204.2 - (135)^2) * (18033 - (75.8)^2))$$

$$r = 0.97$$

A correlation value of 0.97 between personal interaction and policy shows that positive perceptions of the customers are interrelated with the company's policy. If policy is favorable then the personal interaction will be effective.

TABLE 2: CORRELATION BETWEEN PERSONAL INTERACTION AND PHYSICAL ASPECTS

Responses	Personal Interaction(X)	Physical aspect(Y)	X*Y	X ²	Y ²
Strongly Disagree	32	2	64	1024	4
Disagree somewhat	142	40	5680	20164	1600
Neutral	54	16	864	2916	256
Agree somewhat	426	158	67308	181476	24964
Strongly agree	21	9	189	441	81
Total	ΣX= 675	ΣY= 225	ΣXY=74105	ΣX²=206021	ΣY²=26905
	ΣX/N=135	ΣY/N=45	ΣXY/N=14821	ΣX²/N=41204.2	ΣY²/N=5381

$$r = (14821 - (135 * 45)) / \text{Sqrt}((41204.2 - (135)^2) * (5381 - (45)^2))$$

$$r = 0.99$$

The above correlation value of .99 shows a close interrelationship between personal interaction of the employees with the customers and the physical aspect of the service. The impression regarding the personnel's involvement with the customer is fostered by the presence of adequate support facilities provided at the service encounter. Employees can be facilitated through adequate support equipment and technologies for enhancing the service delivery platform.

TABLE 3: CORRELATION BETWEEN RELIABILITY AND PHYSICAL ASPECT

Responses	Reliability(X)	Physical aspect(Y)	X*Y	X ²	Y ²
Strongly Disagree	2	2	4	4	4
Disagree somewhat	63	40	2520	3969	1600
Neutral	30	16	480	900	256
Agree somewhat	194	158	30652	37636	24964
Strongly agree	11	9	99	121	81
Total	ΣX= 300	ΣY= 225	ΣXY=33755	ΣX²=42630	ΣY²=26905
	ΣX/N=60	ΣY/N=45	ΣXY/N=6751	ΣX²/N=8526	ΣY²/N=5381

$$r = (6751 - (60 * 45)) / \text{Sqrt}((8526 - (60)^2) * (5381 - (45)^2))$$

$$r = 0.99$$

The positive and high correlation of .99 between reliability and physical aspect again reiterates the point that reliability of the service quality is dependent upon the physical systems and environment present for delivering the service to the customers. The customers rate the service as being reliable if it is backed by appropriate physical ambience and equipments.

TABLE 4: CORRELATION BETWEEN PHYSICAL ASPECT AND PROBLEM SOLVING

Responses	Physical aspect(X)	Problem Solving (Y)	X*Y	X ²	Y ²
Strongly Disagree	2	8	16	4	64
Disagree somewhat	40	27	1080	1600	729
Neutral	16	22	352	256	484
Agree somewhat	158	160	25280	24964	25600
Strongly agree	9	8	72	81	64
Total	ΣX= 225	ΣY= 225	ΣXY=26800	ΣX²=42630	ΣY²=26941
	ΣX/N=45	ΣY/N=45	ΣXY/N=5360	ΣX²/N=8526	ΣY²/N=5388.2

$$r = (5360 - (45 * 45)) / \text{Sqrt}((8526 - (45)^2) * (5388.2 - (45)^2))$$

$$r = 0.99$$

The above correlation value shows the interdependence of physical aspects and problem solving capability of the personnel. This again reinforces that quality of service is dependent upon the support of the physical ambience and facilities. If the facilities provided are of the good quality, the personnel would be able to resolve customer complaints in an efficient manner.

TABLE 5: PERSONAL INTERACTION AND PROBLEM SOLVING

Responses	Personal Interaction(X)	Problem Solving (Y)	X*Y	X ²	Y ²
Strongly Disagree	32	8	256	1024	64
Disagree somewhat	142	27	1080	20164	729
Neutral	54	22	3834	2916	484
Agree somewhat	426	160	68160	181476	25600
Strongly agree	21	8	168	441	64
Total	ΣX= 675	ΣY= 225	ΣXY=73498	ΣX²=206021	ΣY²=26941
	ΣX/N=135	ΣY/N=45	ΣXY/N=14699.6	ΣX²/N=41204.2	ΣY²/N=5388.2

$$r = (14699.6 - (135 * 45)) / \text{Sqrt}((41204.2 - (135)^2) * (5388.2 - (45)^2))$$

$$r = 0.98$$

The quality of the service delivery in the courier industry is largely dependent upon the employees and this was evident from the high correlation which existed between personnel interactions with customers and their capability to solve their problems. In services, the quality is directly related to the relationships the employees have with the customers and they feel special if special attention is given to their requests and grievances.

TABLE 6: POLICY AND PHYSICAL ASPECT

Responses	Policy(X)	Physical Aspect(Y)	X*Y	X ²	Y ²
Strongly Disagree	10	2	20	100	4
Disagree somewhat	39	40	1560	1521	1600
Neutral	16	16	256	256	256
Agree somewhat	282	158	44556	79524	24964
Strongly agree	32	9	288	1024	81
Total	ΣX= 379	ΣY= 234	ΣXY=46680	ΣX²=206021	ΣY²=26910
	ΣX/N=75.8	ΣY/N=46.8	ΣXY/N=9336	ΣX²/N=41204.2	ΣY²/N=5382

$$r = (9336 - (75.8 * 46.8)) / \text{Sqrt}((41204.2 - (75.8)^2) * (5382 - (46.8)^2))$$

$$r = 0.98$$

The policy of the service provider to handle the customer orders and complaints are based upon the organization's policies. These are related with the kind of facilities the service provider provides to the customer so that the policies get the backing from the physical aspects of the service. A correlation of .98 supports this assumption.

TABLE 7: RELIABILITY AND POLICY

Responses	Reliability(X)	Policy(Y)	X*Y	X ²	Y ²
Strongly Disagree	2	10	20	4	100
Disagree somewhat	63	39	3717	3969	1521
Neutral	30	16	480	900	256
Agree somewhat	194	282	54708	37636	79524
Strongly agree	11	32	352	121	1024
Total	ΣX= 300	ΣY= 379	ΣXY=59277	ΣX²=42630	ΣY²=26910
	ΣX/N=60	ΣY/N=75.8	ΣXY/N=11855.4	ΣX²/N=8526	ΣY²/N=5382

$$r = (11855.4 - (60 * 75.8)) / \text{Sqrt}((8526 - (60)^2) * (5382 - (75.8)^2))$$

$$r = 0.97$$

The reliability of the service is supported by the company's policy towards its customers which has a correlation of .97. The policy guideline increases the reliability of the service as the customer is reassured that in case of service failure the courier company would take measures to support and protect his interests.

TABLE 8: PERSONAL INTERACTION AND RELIABILITY

Responses	Personal Interaction (X)	Reliability (Y)	X*Y	X ²	Y ²
Strongly Disagree	32	2	20	1024	4
Disagree somewhat	142	63	3717	20164	3969
Neutral	54	30	480	2916	900
Agree somewhat	426	194	54708	181476	37636
Strongly agree	21	11	352	441	121
Total	ΣX= 675	ΣY= 300	ΣXY=59277	ΣX²=206021	ΣY²=42630
	ΣX/N=135	ΣY/N=60	ΣXY/N=11855.4	ΣX²/N=41204.2	ΣY²/N=11855.4

$$r = (11855.4 - (135 * 60)) / \text{Sqrt}((41204.2 - (135)^2) * (11855.4 - (60)^2))$$

$$r = 0.99$$

The support of the personal staff is immense in building long-term relationship with the customers. A high correlation of .99 shows that reliability of the service increases if the personal interaction is high. It implies that customers are reassured about the service delivery through the personnel and the relationship which they have with them.

TABLE 9: PROBLEM SOLVING AND PHYSICAL ASPECT

Responses	Problem Solving (X)	Physical Aspect (Y)	X*Y	X ²	Y ²
Strongly Disagree	8	2	16	64	4
Disagree somewhat	27	40	1080	729	1600
Neutral	22	16	352	484	256
Agree somewhat	160	158	25280	25600	24964
Strongly agree	8	9	72	64	81
Total	ΣX= 225	ΣY= 234	ΣXY=26800	ΣX²=26941	ΣY²=26910
	ΣX/N=45	ΣY/N=46.8	ΣXY/N=5360	ΣX²/N=5388.2	ΣY²/N=5382

$$r = (5360 - (45 * 46.8)) / \text{Sqrt}((5388.2 - (45)^2) * (5382 - (46.8)^2))$$

$$r = 0.99$$

The problem solving capability of the personnel is improved if it is supported by the physical ambiances and facilities. The high correlation of .99 shows the relationship between the aspects. The technical support provided to the employees helps them developing better CRM with the customers. Failure of physical aspects would have a negative impact on the capability of employees to handle customer complaints.

TABLE 10: RELIABILITY AND PROBLEM SOLVING

Responses	Reliability (X)	Problem Solving (Y)	X*Y	X ²	Y ²
Strongly Disagree	2	8	16	4	64
Disagree somewhat	63	27	1701	3969	729
Neutral	30	22	660	900	484
Agree somewhat	194	160	31040	37636	25600
Strongly agree	11	8	88	121	64
Total	ΣX= 300	ΣY= 234	ΣXY=33505	ΣX²=42630	ΣY²=26941
	ΣX/N=60	ΣY/N=46.8	ΣXY/N=6701	ΣX²/N=8526	ΣY²/N=5388.2

$$r = (6701 - (60 * 46.8)) / \text{Sqrt}((8526 - (60)^2) * (5388.2 - (46.8)^2))$$

$$r = 0.98$$

The reliability towards the service is enhanced if it is supported by the capability of employees to handle complaints and resolve them. The customer rates the service as being reliable if the personnel are able to solve their problems. A correlation value of .98 shows that in services customers' measure reliability with reference to the problem solving capability of the front-line staff.

TABLE 11: POLICY AND PROBLEM SOLVING

Responses	Policy (X)	Problem Solving (Y)	X*Y	X ²	Y ²
Strongly Disagree	10	8	80	100	64
Disagree somewhat	39	27	1053	1521	729
Neutral	16	22	132	256	484
Agree somewhat	282	160	45120	79524	25600
Strongly agree	32	8	256	1024	64
Total	ΣX= 379	ΣY= 234	ΣXY=46641	ΣX²=82425	ΣY²=26941
	ΣX/N=75.8	ΣY/N=46.8	ΣXY/N=9328.8	ΣX²/N=16485	ΣY²/N=5388.2

$$r = (9328.8 - (75.8 * 46.8)) / \text{Sqrt}((16485 - (75.8)^2) * (5388.2 - (46.8)^2))$$

$$r = 0.99$$

If the policy of the company is not clearly defined, the employees would not be able to deal with the customer requirements or handle complaints. The correlation value of .99 reinforces this. The policies of the company provide a guideline to the staff in dealing with customer grievances and providing support to them.

TABLE 12: POLICY AND PERSONAL INTERACTION

Responses	Policy (X)	Personal Interaction (Y)	X*Y	X ²	Y ²
Strongly Disagree	10	32	320	100	1024
Disagree somewhat	39	142	5538	1521	20164
Neutral	16	54	864	256	2916
Agree somewhat	282	426	120132	79524	181476
Strongly agree	32	21	672	1024	441
Total	ΣX= 675	ΣY= 234	ΣXY=127526	ΣX²=82425	ΣY²=26941
	ΣX/N=135	ΣY/N=46.8	ΣXY/N=25505.2	ΣX²/N=16485	ΣY²/N=5388.2

$$r = (25505.2 - (135 * 46.8)) / \sqrt{((16485 - (135^2)) * (5388.2 - (46.8^2)))}$$

$$r = 0.97$$

The personal interaction and relationship building are drawn in the form of customer policy issues. A correlation value of .97 shows the interdependence of the policy and personal interaction factors. The more streamlined and mature policies, the better will be the organizations' capability to enhance the personal interaction between the customers and personnel, enabling the organization in building a relationship with their customers.

TABLE 13: SUMMARY OF FACTOR WISE CORRELATIONS

	Physical Aspect	Reliability	Personal Interaction	Problem Solving	Policy
Physical Aspect	--	0.99	0.99	0.99	0.98
Reliability	0.99	--	0.99	0.98	0.97
Personal Interaction	0.99	0.99	--	0.98	0.97
Problem Solving	0.99	0.98	0.98	--	0.97
Policy	0.98	0.99	0.97	0.99	--

The table summarizes the correlation between factors Physical Aspect, Reliability, Personal Interaction, Problem Solving and Policy, the research suggests a strong correlation between all of them.

The current state of technology adoption and usage in courier services is in the rudimentary level. However, the potential to exploit mobile networks and communication technologies is immense. The customer is more comfortable using mobile phones, as educational qualifications are not pertinent for owning and using mobile phones. Companies are increasingly providing customer services and after-sale support through eCRM and mCRM. Even though the growth of mCRM has not been much in India, the researchers perceived that it has a potential for higher reach and flexibility in providing customized services and can help in building relationships (Barnes, 2000).

MANAGERIAL IMPLICATIONS

The results of the study may be used by service providers to improve service quality and provide more value to their customers by catering to their requirements. This would imply use of appropriate strategies to understand the gap and bridge it by enhanced service model. The use of technology is becoming obtrusive and a viable mode for transmitting service, the researchers suggest that technology should be used at the service delivery level. There may be two ways of attaining it—one through expanding the use of technology at the interaction levels and second at the order processing and delivery levels. Looking at the business ideologies of the courier service providers, large investment in technology is not recommended. mCRM is attractive because of its availability in the Indian landscape. It does not require any initial investment and as most of the customers own cell phones, it would be easy to operate and the benefits would accrue to the service providers. Some suggestions provided to the Courier companies are mentioned underneath:

1. Companies may focus on increasing the facility provided to the customer at their counters. This maybe done through mCRM also, facilitating in information sharing and tracking the parcels.
2. Companies can implement mCRM in order to reach the masses. As mobile penetration is more than Internet, hence company can reach to customers faster. This may be done in form of sending alerts, new information about the rates and services through SMS and calling the customer on his mobile phones.
3. Data regarding the different needs of the customers; like business or individual, may be maintained and information may be sent to them through cell phones. This would facilitate in generating greater degree of awareness and consequently loyalty.
4. It was apparent through the research that people did not have sufficient information regarding the basic policies and framework of the courier service provider. The applicability of mCRM maybe explored for improving the service levels and providing the relevant information to the customers.

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